



The one hundred and thirtieth meeting of the Joint Nature Conservation Committee to be held at 11.00 on 9 March 2022 and 09.30 on 10 March 2022 virtually via Microsoft Teams

This paper was provided to the Joint Committee for decision/discussion or information. Please refer to the minutes of the meeting for Committee's position on the paper.

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Joint Nature Conservation Committee

Joint Committee working objectives and Committee effectiveness review

Cover note by Tracey Quince

Executive Summary

1. Action required

1.1 The Joint Committee is asked to:

- i. discuss their input to the working objectives for 2021/22 (Annex 1) for inclusion in a report to be presented to the Committee in June;
- ii. discuss any changes to the current working objectives and provide a steer for the drafting of objectives for 2022/23; and
- iii. note that the next Joint Committee effectiveness survey will take place in July.

2. Key issues

- 2.1 Developing a small number of working objectives that are aligned to the organisation's strategy and where it is identified that the Committee can add additional benefit is important when assessing how the Committee adds value to the organisation.
- 2.2 The March meeting affords the opportunity to reflect on the past year of the Committee's work and for members to discuss their contribution towards achievement of the objectives. The working objectives form the basis of an annual appraisal for independent members of the Joint Committee.
- 2.3 Following discussion on this paper, a new set of working objectives will be devised for 2022/23 and circulated intersessionally between the March and June meetings for comments and approval.

- 2.4 The next Joint Committee effectiveness review is due to take place in July. At the same time ARAC will also undertake its review. Results of both reviews will be presented to Committee in September.

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Joint Committee working objectives and Committee effectiveness review

Paper by Tracey Quince

1. Introduction

- 1.1 To enhance the effectiveness of the Joint Committee, it was agreed some time ago that annual working objectives would be developed to allow realistic assessment of the Committee's performance.
- 1.2 It is good governance for non-executive boards to develop a small number of performance objectives that are aligned with the organisation's strategy. It is important that the Committee discuss their input to the working objectives for the past year, and this is documented in a report to be presented to members in June.

2. Objectives for 2021/22

- 2.1 The working objectives for 2021/22 are contained in Annex 1. In drafting working objectives, the approach taken was to produce annual objectives in line with the JNCC strategy rather than generic objectives. The objectives were split into ten areas with tasks defined and responsibility for delivery of the tasks specified.
- 2.2 As well as the overarching governance and scrutiny role, the current year's objectives were also focussed on: -
 - Post-Covid recovery and evolution of hybrid working.
 - Communicating and raising the profile of JNCC with consistent messaging on funding and service capability.
 - Sharing intelligence on emerging agendas of government administrations and other stakeholders and facilitating collaboration.
 - Actively strengthening relationships with JNCC's sponsors and seeking opportunities for new partnerships.
 - Developing JNCC's scientific direction and assessing whether JNCC is delivering advice, research and evidence required by its sponsors.
 - Implementing a strategic approach to financial resilience.
- 2.3 Committee are asked to reflect on the past year of work and provide comments on their contribution towards achievement of the tasks in the ten objective areas.

3. Working objectives for 2022/23

- 3.1 In light of Committee's discussion, revised working objectives will be circulated intersessionally between the March and June meetings for comments. The revised set of objectives will be presented to the June meeting alongside the report for 2020/21.
- 3.2 A steer from members is required at this meeting on any changes to the current set of objectives.

4. Committee effectiveness reviews

- 4.1 The Committee is required to monitor its performance to ensure it is leading the organisation effectively. The self-evaluation process affords an opportunity for members to review effectiveness and agree actions to address particular issues which will help the Committee to develop the strategic direction of the organisation and to add value overall.
- 4.2 The next review will take place in July and will be an on-line questionnaire issued to Joint Committee members and ELT. A report on findings will be presented to the Committee in September, alongside a summary of findings from the ARAC effectiveness review.

Annex 1

Joint Committee working objectives for 2021/22

Performance objective areas	Tasks	Responsibility
<p><u>Working objective 1</u></p> <p><i>Monitor, advise and support the organisation during and after the Covid-19 pandemic</i></p>	<ul style="list-style-type: none"> Oversee and advise on the implementation and evolution of plans for JNCC staff and priorities during periods of lockdown and other restrictions. 	<ul style="list-style-type: none"> Committee collectively
	<ul style="list-style-type: none"> Oversee the implementation of a blended working model, gaining assurance on delivery of strategic priorities. 	<ul style="list-style-type: none"> Committee collectively
	<ul style="list-style-type: none"> Provide advice and experience from other organisations. 	<ul style="list-style-type: none"> Committee collectively
	<ul style="list-style-type: none"> Assist in ensuring that momentum is sustained and that the momentum in delivery is visible to key stakeholders including Defra, devolved administrations and other relevant organisations using members' professional networks. 	<ul style="list-style-type: none"> Committee collectively
	<ul style="list-style-type: none"> Advise on and agree plans to address biodiversity loss and climate change to build post-Covid momentum. 	<ul style="list-style-type: none"> Committee collectively
<p><u>Working objective 2</u></p> <p><i>Strategic planning and delivery</i></p>	<ul style="list-style-type: none"> Oversee the implementation of the JNCC strategy and input to the development of a business plan for 2022/23. 	<ul style="list-style-type: none"> Committee collectively

Performance objective areas	Tasks	Responsibility
	<ul style="list-style-type: none"> Communicate and raise the profile of the strategy to Defra, Devolved Administrations and other relevant organisations using members' professional networks. 	<ul style="list-style-type: none"> ELT and all members
	<ul style="list-style-type: none"> Input to and agree a forward programme of business for Committee, considering strategic priorities and government requirements. 	<ul style="list-style-type: none"> Committee collectively
	<ul style="list-style-type: none"> Advise on strategic resource requirements. 	<ul style="list-style-type: none"> Committee collectively
<p><u>Working objective 3</u></p> <p><i>Risk management</i></p>	<ul style="list-style-type: none"> Share intelligence to identify risks and opportunities, emerging agendas of government administrations and other key stakeholders, including Covid-19 and political sensitivities, using members' professional networks. 	<ul style="list-style-type: none"> All members

Performance objective areas	Tasks	Responsibility
	<ul style="list-style-type: none"> Through ARAC, challenge the extent to which risk mitigation is having the desired effect and the consequences of investing greater effort/resource in one area and the impact this might have on other risks. 	<ul style="list-style-type: none"> Committee collectively
<p><u>Working objective 4</u></p> <p><i>Delivery management</i></p>	<ul style="list-style-type: none"> Review corporate performance quarterly and help to identify and address any problems. 	<ul style="list-style-type: none"> Committee collectively
	<ul style="list-style-type: none"> Consider the implications of shifting resources on performance delivery and challenge whether value for money and the benefits are being achieved. 	<ul style="list-style-type: none"> Committee collectively
<p><u>Working objective 5</u></p> <p><i>External relations</i></p>	<ul style="list-style-type: none"> Use opportunities to publicise JNCC's work or talk about JNCC with wider audiences to assist with implementation of the strategy. 	<ul style="list-style-type: none"> All members
	<ul style="list-style-type: none"> Facilitate collaboration between JNCC, CNCBs and key partners. 	<ul style="list-style-type: none"> All members

Performance objective areas	Tasks	Responsibility
	<ul style="list-style-type: none"> Take an active and planned approach to relations with JNCC's government sponsors, opening up regular communication channels to strengthen relationships, taking into account the opportunities to form new partnerships that could benefit JNCC. 	<ul style="list-style-type: none"> All members
<p><u>Working objective 6</u></p> <p><i>Providing scientific direction and quality assurance</i></p>	<ul style="list-style-type: none"> Developing the scientific direction of the organisation and scrutinising and agreeing proposals provided by the executive on scientific matters. 	<ul style="list-style-type: none"> All members, with independent members leading on particular aspects.
	<ul style="list-style-type: none"> Evaluate whether JNCC is delivering advice, research and evidence that is required by the devolved administrations. 	<ul style="list-style-type: none"> Committee collectively
<p><u>Working objective 7</u></p> <p><i>Financial Resilience</i></p>	<ul style="list-style-type: none"> Alert JNCC to potential new business opportunities. 	<ul style="list-style-type: none"> All members
	<ul style="list-style-type: none"> Ensure orchestration and consistency of messaging regarding JNCC's funding requirements and service capability. 	<ul style="list-style-type: none"> All members
	<ul style="list-style-type: none"> Use business networks to help establish business relationships to realise opportunities. 	<ul style="list-style-type: none"> All members

Performance objective areas	Tasks	Responsibility
	<ul style="list-style-type: none"> Work with ELT to develop and implement a strategic approach to financial resilience in relation to UK and international opportunities 	<ul style="list-style-type: none"> Committee collectively
<p><u>Working Objective 8</u> <i>Advice and CEO direction</i></p>	<ul style="list-style-type: none"> Serve as an effective sounding board for the CEO by providing advice and challenge on strategic and operational issues. 	<ul style="list-style-type: none"> Committee collectively/Chair/ Deputy Chair
	<ul style="list-style-type: none"> Scrutinise and agree proposals provided by the Executive on scientific matters. 	<ul style="list-style-type: none"> Committee collectively or as delegated to sub-groups or individuals
	<ul style="list-style-type: none"> Attend staff engagement sessions associated with Joint Committee meetings. 	<ul style="list-style-type: none"> All members
<p><u>Working Objective 9</u> <i>Governance</i></p>	<ul style="list-style-type: none"> Ensure any procedural and compliance issues are appropriately discharged. 	<ul style="list-style-type: none"> Chair
	<ul style="list-style-type: none"> Successful induction of two independent Committee members and three CNCB members. 	<ul style="list-style-type: none"> All members/Chief Executive/ Governance Manager

Performance objective areas	Tasks	Responsibility
<u>Working objective 10</u> <i>Committee cohesion</i>	<ul style="list-style-type: none">• Work in a cohesive and supportive manner with Committee colleagues ensuring good working relationships and a culture of trust is maintained.	<ul style="list-style-type: none">• Committee collectively