



The one hundred and seventh meeting of the Joint Nature Conservation Committee to be held at 0845 on 9 June 2016, at SNH Offices, Silvan House, 231 Corstorphine Road, Edinburgh, EH12 7AT

This paper is 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 self-assessment: draft objectives for the Joint Committee, independent members appraisals and an update on progress of other actions

Cover note by Marcus Yeo

Executive Summary

1. Action required

1.1 The Joint Committee is asked to:

- i. **discuss** and **agree** the draft working objectives (Annex 1, table 1) and suggested leads for priority income areas (Annex 1, table 2), and provide a steer on leads for training and accreditation income;
- ii. **agree** the appraisal form and process for **independent** Committee members (Annex 2); and
- iii. **note** the update on Committee effectiveness actions contained in Annex 3.

2. Key issues

- 2.1 This paper provides a draft set of working objectives for the Joint Committee for the 2016/17 financial year. Devising working objectives was an action arising from the recent survey on Joint Committee effectiveness.
- 2.2 It is proposed that working objectives are agreed each year and that these form the basis of an annual appraisal for **independent members** of the Joint Committee. For country conservation body members, it is proposed that they provide a short update on their contribution towards achievement of the objectives for inclusion in a report to be presented to the full Committee each March.
- 2.3 Committee agreed in March that regular updates would be provided on progress towards implementing actions arising from the effectiveness review. Good progress has been made on a number of actions, with others on hold pending the outcome of the JNCC Review.

Joint Nature Conservation Committee

Joint Committee self-assessment: draft objectives for the Joint Committee, independent members appraisals and an update on progress of other actions

Paper by Tracey Quince

1. Introduction

- 1.1 In March 2016, members of the Joint Committee received a full report of the findings of a self-assessment questionnaire. The report highlighted areas where Committee effectiveness could be improved and members subsequently agreed a set of actions to take forward. One of those actions was to develop working objectives specifically for the Joint Committee (as distinct from those shared with the company), to allow realistic assessment of the Committee's performance. A draft set of working objectives is contained in Annex 1, table 1.
- 1.2 In order to assess performance against objectives, it is proposed to introduce a more formalised approach to assessing the performance of **independent** Committee members. A draft proforma is contained in Annex 2. This form is based on one used by Scottish Natural Heritage (SNH) to assess Board members' performance and allows for self-assessment by individual members as well as an appraisal by the Chair. The process mirrors the performance appraisal for JNCC staff and the ratings are the same as those used in the staff form.
- 1.3 In order to capture the contribution made by country body members towards achievement of the objectives it is proposed that they provide some text on the work they have undertaken towards achievement of the nine objectives for a report to be presented to the full Committee each March.
- 1.4 Good progress has been made towards achievement of the other actions in the action plan. An update can be found in Annex 3.

2. Committee objectives

- 2.1 In drafting working objectives, the approach taken was to produce annual objectives devised in line with JNCC's business plan rather than generic objectives.
- 2.2 The objectives have been split into nine areas with tasks for 2016/17 defined and responsibility for delivery of the tasks specified.
- 2.3 The nine priority income areas (Annex 1, table 2) are those that were seen by members in March at the dinner presentation given by Professor Weeks. The table suggests members who might be able to assist Professor Weeks in each income area. It is for members to decide whether they will nominate a lead in each area or whether members will take shared responsibility. A steer from Committee on who might be best placed to lead on the training and accreditation income area is welcomed.

3. Independent members' appraisals

- 3.1 The Office of the Commissioner for Public Appointments (OCPA) has issued a Code of Practice that sets out the regulatory framework for all public appointments. One of the requirements of this Code is that all public appointees must undergo an annual appraisal.
- 3.2 To formalise the approach in JNCC, it is proposed that a form is used to capture the discussions that already take place annually between independent members of the Committee and the Chair. A draft of the form is presented in Annex 2. The form is based on one used by SNH and JNCC has their permission to adapt the form for JNCC use.
- 3.3 At least two weeks prior to the agreed date of the appraisal, the Committee member will be sent a copy of the appraisal form for them to complete in advance, and which should be emailed to the Chair a week before appraisal takes place. The completed form will act as the basis for the confidential appraisal discussion. Whilst this is a more formal appraisal process, it is also an opportunity for the Chair and member to have a discussion about any aspect of the Committee or its work.
- 3.4 During the discussion, the Chair and member will complete the final appraisal form together. When each is satisfied it is an agreed reflection of a fair appraisal, the Chair and member will sign it off and each retain a copy of the appraisal form. The content of the discussions and the resulting record of what was discussed will remain confidential.
- 3.5 The Chair will use the appraisal process to identify any development needs, either for an individual member or for the Committee as a whole. The appraisal process will be undertaken annually, and will be evaluated to ensure it continues to be effective.

4. Update on other actions

- 4.1 Annex 3 provides an update on the other actions agreed to increase Committee effectiveness. Good progress has been made in a number of areas and monitoring of implementation of actions will continue.

Annex 1

Table 1 Joint Committee working objectives 2016/17

Performance objective areas	Tasks	Responsibility
<p><u>Working objective 1</u></p> <p><i>JNCC Review</i></p>	<ul style="list-style-type: none"> • Provide input to the final stages of the JNCC Review taking into account the interests of the organisation and the need to maintain service delivery and meet governance obligations. • Support EMB and staff in implementing any changes arising from the review. • Ensure arrangements are in place in the CNCBs to enable collaboration in implementing changes where relevant. 	<ul style="list-style-type: none"> • Committee collectively • Committee collectively, led by Chair • CNCB members
<p><u>Working objective 2</u></p> <p><i>Strategic direction</i></p>	<ul style="list-style-type: none"> • Finalise the strategy following the conclusion of the JNCC Review and input to the development of a 3-year strategic plan and a 1-year business plan. • Communicate the JNCC strategy to Defra, devolved administrations and other relevant organisations using members' professional networks. • Agree a forward programme of business for Committee, taking into account strategic priorities and sponsor requirements 	<ul style="list-style-type: none"> • Committee collectively • All members • 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, including emerging agendas of government administrations and other key stakeholders, using members' professional networks. • Set JNCC's risk appetite and reflect this in decision-taking. 	<ul style="list-style-type: none"> • All members • Committee collectively
<p><u>Working objective 4</u></p> <p><i>Delivery management</i></p>	<ul style="list-style-type: none"> • Agree a format for quarterly corporate performance reports. • Review corporate performance quarterly and help to identify and address any problems 	<ul style="list-style-type: none"> • Committee collectively • Committee collectively
<p><u>Working objective 5</u></p> <p><i>External relations</i></p>	<ul style="list-style-type: none"> • Use opportunities outside of JNCC to promote the organisation, its value and activities. • Facilitate collaboration between JNCC, CNCBs and other partners. 	<ul style="list-style-type: none"> • All members • CNCB members

Performance objective areas	Tasks	Responsibility
<p><u>Working objective 6</u> <i>Income diversification</i></p>	<ul style="list-style-type: none"> Alert JNCC to potential new business opportunities. Help establish business relationships to enable opportunities to be realised and share experience of good practice elsewhere. 	<ul style="list-style-type: none"> All members Specific members of the Joint Committee who can provide a lead (suggestions at Table 2)
<p><u>Working Objective 7</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. Quality assure and agree proposals provided by the executive on scientific matters. 	<ul style="list-style-type: none"> Committee collectively/ Chair Committee collectively or as delegated to sub-groups or individuals
<p><u>Working Objective 8</u> <i>Governance</i></p>	<ul style="list-style-type: none"> Ensure any procedural and compliance issues are properly dealt with. Successful recruitment of Committee members with skills and experience to match needs identified in the competency framework. 	<ul style="list-style-type: none"> Chair Chair
<p><u>Working objective 9</u> <i>Committee cohesion</i></p>	<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 are maintained. 	<ul style="list-style-type: none"> Committee collectively

Table 2 Suggested leads for priority income areas

No.	Priority area	Committee leads	
1	EU	Guy Duke	Bob Brown
2	Other governments	Colin Galbraith	Madeleine Havard
3	Environmental data services	Chris Gilligan	Ian Bateman
4	Natural capital and ecosystem services	Ian Bateman	Guy Duke
5	Overseas Territories and other international funding opportunities	Colin Galbraith	Bob Brown
6	Research Councils	Chris Gilligan	Ian Bateman / Mike Kaiser
7	Services to third parties on issues pertaining to conservation law	Hilary Kirkpatrick	Madeleine Havard
8	Training and accreditation	To be agreed	To be agreed
9	Environmental standards services	Bob Brown	Susan Walker

Annex 2.

Independent Committee members' appraisal form



FORM ADAPTED FROM AN SNH FORM WITH THEIR PERMISSION

ASSESSMENT OF INDEPENDENT COMMITTEE MEMBER'S PERFORMANCE

Name of Committee Member _____

Period of Report:

From

To

Term of current appointment:

Start date: _____

End date: _____

This is a *first/second term of appointment (*please delete as appropriate)

PART I - SELF ASSESSMENT

1. Attendance and Commitment

1. Attendance and contribution:

- Attends Committee meetings well prepared to contribute.
- Demonstrates a sound knowledge of the organisation, its aims and strategies.

2. Continuous Professional Development:

- Recognises areas where their contribution could be enhanced.
- Seeks and uses development opportunities to good effect.

2. Contribution to Work of JNCC

1. Adds value:

- **Uses own expertise and knowledge in meetings to inform and bring benefits to the organisation.**
- **Demonstrates and challenges assertively and constructively to good effect.**
- **Contributes creatively to strategy and policy development and offers sound reasoned opinion.**

2. Working relationships:

- **Works well with other Committee and Executive Management Board members; sets an example for collaboration and team working.**
- **Is open to new ideas; is supportive and inspires others to be courageous within the boundaries of the JNCC remit.**
- **Acts as an ambassador for JNCC; represents the organisation positively across a range of contacts.**
- **Builds useful relationships outside JNCC; uses networks effectively to enhance his/her contribution.**

3. Areas not otherwise covered

1. Other roles:

Makes an effective contribution to the work of sub-Committees (for example ARAC and MPA) or other projects.

PART II – COMPLETED BY THE JNCC CHAIR (CC JNCC DIRECTORS OFFICE)

1. Overall Summary of Appraisal

Name of Committee Member:

Term of current appointment

Start date: _____ End date: _____

This is a * **first/second** term of appointment
(* please delete as appropriate)

The following markings should be used to assess overall performance of the member of the board:

1 = Excellent 2 = Good 3 = Development needed

Comments in this section must provide an accurate summary, including strengths and any weaknesses in performance (with specific examples), of the Chair's formal appraisal of the member. In framing the comments, the Chair should consider attendance at Committee meetings; contribution to JNCC and any working group meetings and business; team working; contribution to strategy/policy formulation; achievement of Committee working objectives; contribution to governance issues; and ability to build constructive relationships outside the organisation. If there are any areas where development is needed, the Chair should briefly describe the steps that have been agreed to address this.

Overall Marking

Chair's comments

Committee member's comments:

2. Signatures

The form should now be signed and dated by:

- The Chair:

Name

Signature _____ Date _____.

- The Committee Member

Name

Signature _____ Date _____

Annex 3

Update on Committee effectiveness actions

Action	June 2016 update
<i>Dashboard approach for performance information</i>	A dashboard approach is currently being developed and a draft version was considered by EMB in May. It is planned to use this format for reporting from Q1 onwards.
<i>Increased interaction between staff and Committee members – Committee agreed that the preferred channels for enhanced interaction included workshops, presentations to staff, and Committee sub-groups</i>	A natural capital metrics workshop is planned for early July, chaired by Professor Gilligan. Further workshops and presentations to staff will be planned during the year.
<i>Relationships between JNCC and stakeholders</i>	The Committee agreed this would need consideration following the outcome of the JNCC Review, with an agreed plan of how to raise the profile of JNCC.
<i>Consideration of risk at Committee meetings</i>	This action is underway through quarterly risk reporting and an annual discussion on risk.
<i>Consideration of ARAC reports and the timing of ARAC meetings</i>	Good progress had been made thus far by discussing ARAC reports earlier on Committee agendas and the ARAC Chair presenting key discussion items from the previous day's meeting. Consideration of the timing of meetings is on hold pending a review of the action so far.
<i>Induction procedures</i>	New induction procedures have recently been implemented. Work on developing members' skills will flow from the new appraisal procedures.