



The one-hundred-and-tenth meeting of the
Joint Nature Conservation Committee to be held at 08.45 on 2 March 2017,
at Defra, Nobel House, Smith Square, London SW1P 3JR

This paper was provided to the Joint Committee for decision/discussion
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Joint Nature Conservation Committee

Joint Committee self-assessment: end of year discussion on work objectives for 2016/17

Paper by Tracey Quince

1. Introduction

- 1.1 In March 2016, members of the Joint Committee received a report of the findings of a self-assessment questionnaire. The report concluded that the Joint Committee was an effective committee with a significant numbers of strengths. To enhance the effectiveness of the Committee further, some actions were agreed. 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.

2. Objectives for 2016/17

- 2.1 The working objectives for 2016/17 are contained in Annex 1, Table 1. In drafting working objectives, the approach taken was to produce annual objectives in line with JNCC's business plan rather than generic objectives. The objectives were split into nine areas with tasks for 2016/17 defined and responsibility for delivery of the tasks specified.
- 2.2 In addition nine priority income areas were identified (Annex 1, Table 2) that were seen by members at the dinner presentation given by Professor Weeks in March 2016 and in the June 2016 paper (JNCC 16 20). The aim of nominating income leads was for Committee members to take a more proactive role in the marketing of JNCC. Committee members are well-placed to enhance JNCC's profile and can facilitate stakeholder engagement and business awareness or suggest strategic alliances through their everyday activities and actions.
- 2.3 Throughout the year, Committee members have been encouraged to promote JNCC and its role when communicating with third parties, and to actively represent JNCC at high-level meetings and events and pass on information or intelligence (when such is not of a confidential nature) around new opportunities or partnerships that are relevant to the business of JNCC.

3 Committee working objectives and income leads for 2017/18

- 3.1 Working objectives for the Committee will be devised and presented to members in June. A steer from members on any changes to the current suite of objectives would be helpful in devising a new set for 2017/18.
- 3.2 The income leads table will require updating when Dr Brown and Mr Duke leave the Joint Committee at the end of May.

Annex 1

Table 1 Joint Committee working objectives for 2016/17

Performance objective areas	Tasks	Responsibility
<p><u>Working objective 1</u> <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> <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> <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> <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> <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
	<ul style="list-style-type: none"> Be proactive in communicating JNCC's work to sponsors, emphasising the value offered. 	<ul style="list-style-type: none"> All members
<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**Leads for priority income areas**

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

NB: (I) indicates independent Committee member.