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JOINT NATURE CONSERVATION COMMITTEE

END OF YEAR PERFORMANCE MONITORING REPORT FOR 2002/2003

Paper by Lynsey Bigger

1. Summary

- 1.1 JNCC's performance during the year was good. In terms of delivering the work plan, 84% of targets were completed or largely completed during the year and 78% of key targets were either fully or largely completed (further detail can be found in Annexes A and B).
- 1.2 In terms of finance, JNCC implemented its plans within budget in the financial year with no significant overall underspend or overspend.
- 1.3 Staff turnover for the year was 11%, meeting the target for the year of 15%. This was the same as 2001/2002 and appears to be a sustainable level.
- 1.4 Reporting against the risk register indicates that there have been no significant changes to the register or increases in risks over the year - a full review of the risk register will take place in June 2003. The risk management strategy and process of reporting is discussed further under a separate agenda item at this meeting (JNCC 03 D07).
- 1.5 There were a number of reasons for slippage against key targets which are highlighted in Annex A (a summary performance report for 2002/2003) and Annex B (a detailed performance report for 2002/2003). The problematic funding situation faced by JNCC during 2002/2003 was a disruptive factor causing further slippage against the agreed work plan and is considered in more detail below.

2. Funding uncertainty

- 2.1 The JNCC was confronted with a difficult situation during 2002/2003 in terms of uncertain funding throughout the year. The two particular factors contributing to this uncertainty were:

Country agency pay deals

- i. The country agencies recently conducted reviews of their respective pay systems with implications for pay increases during 2002/2003. As staff within the Support Unit are employed by the country agencies this therefore had an impact in terms of JNCC's planned expenditure. Whilst these increases were anticipated by the Support Unit it was

unclear whether the country agencies would meet the costs of the pay rises in full or in part for JNCC staff members and negotiations had to take place within the year. Additionally, as staff salaries must be the first call on JNCC's budget, reserves and contingency had to be earmarked.

FMPR funding

ii. There was similar uncertainty surrounding the payment of costs resulting from the Financial, Management and Policy Review (FMPR) recommendations agreed by Government. During the year it was unclear for some time whether part, all or indeed no costs would be met by JNCC's sponsor department, Defra.

2.1 Both of these factors remained unresolved for much of 2002/2003 leaving JNCC in an uncertain funding position for the vast majority of the year. This inevitably had an impact on both the work plan and performance against key targets.

3. Actions taken to combat funding uncertainty

3.1 In order to deal with the uncertainty that the funding situation presented, Management Team were obliged to take a number of actions

Vacant posts

i. A number of posts that would ordinarily have been approved were held vacant longer than anticipated as it was unclear whether funding would be available to support them. This had an impact on performance of some targets, for example in the Habitats team where an advisor post was held.

Movement of money between targets

ii. During the course of the year, when it became clear that no additional funds would be received from Defra to implement the FMPR recommendations, Management Team was compelled to shift money from the main work programme in order to fund the implementation project. To spread the impact of this and because it was not possible or desirable to drop one target, each target was considered in turn and where possible the budget reduced. This was not a productive or desirable way of working and inevitably had an impact on performance of some targets.

4. The funding uncertainty throughout the year and the resulting impact in terms of the work plan and resources made 2002/03 an uncomfortable year for JNCC with constant revision of the work plan and associated budgets. However, despite this, the end of year monitoring report highlights that performance against targets was good and JNCC spent to budget with no significant overall underspend or overspend. The turnover target of 15% for 2002/03 was met, remaining at 11% as during 2001/2002.

5. The new funding arrangements, agreed as part of the FMPR recommendations, offer the opportunity to ensure that JNCC's budget is agreed in advance, allowing for more

efficient planning. Although these arrangements are currently in place they were not adopted for 2003/2004. It is therefore important that Committee agrees to support the funding arrangements from 2004/2005 onwards, particularly as the 2004 Spending Review approaches.

6. Committee is asked to;
 - i. **consider** the impact that funding uncertainty had on JNCC during 2002/2003.
 - ii. **agree** that the revised funding arrangements should be implemented for 2004/05.

**JOINT NATURE CONSERVATION COMMITTEE
2002/2003 - CLOSE OF YEAR SUMMARY REPORT****Performance against targets***All targets*

- Of 95 targets, 72 (76%) were completed on time and another 8 (8%) were largely completed.
- 15 targets (16%) were classed as 'not completed' (i.e. they are 50% or less complete).

Key targets

- Of the 41 key targets listed in the corporate plan for 2002/03, 26 (63%) were completed on time and another 6 (15%) were largely completed (averaging about 81% complete).
- 9 key targets (22%) were not completed – a summary of the reasons for delays to key targets is below.

Reasons for slippage against key targets

- Defra delayed commencement of work in certain areas which impacted the start/progress of JNCC targets (e.g. monitoring of offshore sites and development of national and sectoral bio-diversity related statistics and indicators).
- 3 targets related to FMPR implementation and slippage occurred due to the longer than expected time to clarify legal advice and reach agreement on the various options.
- A lack of resources in the Habitats team delayed delivery of some key targets (e.g. refinement of broad habitat surveillance programmes and facilitation of habitat inventories).

Finance

- The latest figures from FMS, adjusted for anticipated year end adjustments, indicate that JNCC have spent to budget in the financial year 2002/03 with no significant overall underspend or overspend.
- The finance team responded very well to the increase in orders and contracts placed during February and March. 336 invoices were processed for the final quarter with March showing a 50% increase in number over the previous two months. This was a result of the significant funding uncertainties during the year.

Human Resources

- The key target in this area was 'reducing staff turnover to no more than 15% in 2002/03'. Staff turnover for 2002/03 was 11%, the same level as in 2001/02. This appears to be a sustainable level.

2002 – 2003 QUARTERLY MONITORING REPORT – close of year report**1. Introduction**

The following report provides information on the situation at the close of 2002/03 in relation to finances, staffing, performance against targets and risk reporting. Detailed information about each can be found in the relevant section:

3. Financial report
4. Staffing report
5. Performance against targets
6. Risk reporting

2. Summary***Finance***

- 2.1 Before final adjustments the Q4 outturn stands at £28,000 under spent for the year.
- 2.2 The total budget, matched to Grant in aid per FMS, standing at £5,384,364 has been adjusted for £97,600 pay progression funding from SNH and £84,601 pay progression funding from EN.
- 2.3 The finance team responded very well to the increase in orders placed during February and March with the resulting extra volume of work demanded of them in administering the necessary contracts.

Staffing

- 2.4 Staff turnover was 11% at the end of year, which is within target of 15% for year
- 2.5 The target of 3 training days per person has been achieved.

Performance against targets**2.6 All targets**

- Of 95 targets, 72 (76%) have been completed on time and another 8 (8%) have been largely completed.
- 15 targets (16%) have been classed as 'not completed' (i.e. they are 50% or less complete).

2.7 *Key targets*

- Of the 41 key targets listed in the corporate plan for 2002/03, 26 (63%) have been completed on time and another 6 (15%) have been largely completed (averaging about 81% complete).
- 9 key targets (22%) have not been completed – a summary of the reasons for delays to key targets is below.

2.8 *Reasons for delays to key targets*

- Defra have delayed commencement of work in certain areas which has impacted the start/progress of JNCC targets (e.g. monitoring of offshore sites and development of national and sectoral bio-diversity related statistics and indicators).
- 3 targets relate to FMPR implementation and slippage has occurred due to the longer than expected time to clarify legal advice and reach agreement on the various options.
- A lack of resources in the Habitats team has delayed delivery of some key targets (e.g. refinement of broad habitat surveillance programmes and facilitation of habitat inventories).

Risk Reporting

2.9 Corporate risks will be considered collectively at Management Team.

2.10 The impact scoring for one risk in the medium/low register – **B27** (Failure to deliver services and products of appropriate quality under contract to other organisations) has been increased slightly to reflect the fact that failure to deliver good quality products will lead to unwillingness to involve us again.

2.11 Scoring and controls for all other risks in the medium/low register are considered to be adequate at present.

2.12 As outlined in the risk management paper being presented to Management Team at this meeting, an annual review will be arranged shortly to review the JNCC risk register to consider whether it still provides a comprehensive overview of risks facing the organisation.

3. FINANCIAL REPORT

By Francis Mitchell

3.1 Overview

- Before final adjustments the Q4 outturn stands at £28,000 under spent for the year.
- The total budget, matched to Grant in aid per FMS, standing at £5,384,364 has been adjusted for £97,600 pay progression funding from SNH and £84,601 pay progression funding from EN.

3.2 Salaries

- The additional amounts received from CCW, SNH and EN to cover pay awards have prevented an overspend in the A1 parliamentary head, note that the additional funding JNCC have received covers financial years previous to 2002/03 so the effect of this funding is exaggerated in the current year

3.3 Running Costs

- Spend in this area is slightly over budget; no significant change as a result of year end adjustments is anticipated.

3.4 Publicity

- Spending in this area slowed during the last two quarters of the year to bring the spend in under budget.

3.5 Contracted out Conservation

- Annual contracts falling due for payment in the final month of the year have contributed to a disproportionate increase in this head for the final quarter, some additional spend authorised prior to the financial year end is not reflected in the budget.

3.6 Capital

- Significant authorisation of spend just prior to the year end necessary to compensate for under spending areas is not reflected in the budget.

3.7 Income

The budget on FMS is out of line with income received towards the year end. Some income has already been deferred until 2003/04, notably £95k for the Regional Seas project. Final adjustments to the accounts may see further accruing of income to 2003/04 where matching with expenditure in the new financial year is appropriate.

Table 1: Summary of Spend Against Budget

	Corp Plan	Budget	Spend	% spend
A1	2,401,500	2,687,697	2,585,365	96.2
A2	973,600	1,088,334	1,155,403	106.2
D	30,000	155,928	145,823	93.5
E	1,883,900	1,951,397	1,932,754	99.0
H	89,000	116,779	179,149	153.4
Total Expenditure	5,378,000	6,000,134	6,002,557	100.0
Y Income	(248,000)	(615,770)	(646,571)	(105.0)
Total	5,130,000	5,384,364	5,355,987	99.5

Table 2: Spend & Accrued against Budget by Cost Centre

	Budget	Spend & Accrued	% Spend	% Spend & Accrued	Income Budget	Income	Comments
GCR	142,000	125,262	94	92	20,000	12,739	Some authors failing to deliver on time resulting in £64.6k carry over of commitments
Earth & Coastal	36,500	36,312	103	137	10,000	0	'COMREA' project budget not adjusted for prior year income entry.
Personnel	124,709	103,268	81	81	-	2346	
Salaries	2,689,197	2,585,365	97	96	-	-	EN and SNH funding for pay progression added to budget.
Habitats	323,736	336,091	99	121	160,535	138,443	
Business Unit	5,000	4,829	97	97	-	-	
FMPR	20,000	6,833	34	34	-	-	Delays in regulatory reform order have resulted in spend planned for 2002/03 not occurring until 2003/04.
Communications	154,949	153,587	89	85	54,000	68,090	Slippage in delivery of planned publications to communications team
Office Accommodation	417,337	415,181	104	100	9,000	8,809	
International	113,400	113,536	65	98	17,000	18,272	
Brussels	27,218	27,790	102	102	-	-	
Directors/Comm	30,000	33,169	100	111	-	-	
BIS	88,050	87,639	66	89	3,000	12,112	Receipt of £9k from Defra in March not anticipated in budget.
NBN & WWW	209,208	167,568	86	98	87,030	47,509	
Data Services	229,555	150,570	134	66	-	(1,424)	Approx. £80k of capital spend approved close to year end not reflected in budget.
Recorder	153,375	151,342	53	61	-	57,528	Unbudgeted income from Country agencies on Recorder Enhancement project.
Species	993,600	987,750	103	103	30,000	0	
Marine	501,385	413,132	13	82	318,130	262,870	£116k income accrued into 2003/04
Aberdeen Office	88,711	84,057	106	95	-	-	

4. STAFFING REPORT

By Trish Williams

4.1 Comments on statistics (as at 31 March 2003) – see overleaf for table

- The number of recruitment exercise ongoing during the year was 31 compared to 29 last year. Of these 21 posts were permanent and 10 FTA.
- The number of new starters during the F/Y was 21. Of these 12 were permanent, 5 were FTA and 4 casual.
- The number of leavers was 16 (10 permanent, 2 FTA and 4 casual). This compares to 22 (4 permanent, 7 FTA and 11 casual) in 2001-2002
- The number of sickness days recorded during the year was 355 (189 self certificated and 166 doctors certificate). This compares to 579.5 (147.5 self certificated and 432 doctors certificate) in 2001-2002
- The total days lost to vacancies for this year was 1530, compared to 2016 for 2001-2002 (these figures include recruitment time for new posts).
- Staff turnover for Quarter 4 was 2.8% year (permanent and FTA staff). Total turnover for the year was 11%, which is within the target of 15% or less for 2003/2003.
- The total training days funded this year was 327 compared to 289 for 2001-2002.

4.2 Additional Comments (in relation to HR targets)

- 3 Target of 3 training days per person achieved
- 4 Staff turnover was 11% at the end of year, which is within target of 15% for year
- 5 Due to move of go live date for CLG work to progress single set of T&C will now be ongoing during 2003/2004.

4.3 Analysis of recruitment and vacancies (Figures in parentheses indicate the situation at a similar stage in 2001/02).

4th Quarter 1st January - 31st March 2003	Permanent			FTA			Casual			Total
Number of posts at the start of the quarter	99 (77)			10 (22)			3 (4)			112 (103)
Number of FTE posts at the start of the quarter	92.1			6			3			101.1
Number of staff in post at the start of the quarter	96 (69)			7 (20)			3 (4)			106 (93)
Number of vacancies/ongoing recruitments at the start of the quarter	6			1						7
R= Replacement RS = Restructured A = Additional/new	R	RS	A	R	RS	A	R	RS	A	
Number of posts for which recruitment initiated during the quarter	3					1				4
Number of new starters during the quarter	2	1	0	0	0	0	0	0	1	4
C = end of contract/retirement o = other reason for leaving	C		O	C		O	C		O	
Number of leavers during the quarter			2	1			2			5
Number of posts at the end of the quarter (inc. vacancies)	101			6.5			2			109.5
Number of staff in post on the last day of the quarter (FTE)	98			7			2			107
Number of vacancies/ongoing recruitments at the end of the quarter	1		2			1				4
Sick leave										
Self certificated		57	59							
Doctors certificate		8	0							
Total sick leave during quarter		65	59							
<i>Maternity leave</i>		0	0							
<i>Paternity leave</i>		12	0							
<i>Special leave</i>		2	1							
<i>Training days</i>		120	39							
Total other leave/training		134								
Time lost to vacancies										
<i>Between leaving date of previous employee and new employee</i>		216								
<i>Between creation of new post and start date of new employee</i>		66								
Total time lost to vacancies		282								
Total non working days		481								

5. PERFORMANCE AGAINST TARGETS

The following report provides information on all key targets. Information on supporting targets has only been provided if they were not completed during 2002/03. Information about outstanding targets from 2001/02 is also included. Targets are grouped by allocation holder.

5.1 Key targets 2002/2003

- The following table indicates the performance of key targets and also includes information about achievements for 2002/2003, some of which will be included in the corporate plan as part of the review section.
- Where appropriate, a percentage figure has been included for targets that have been largely completed over the course of the year but cannot be considered 100% complete - these have been indicated by a Y (N) response.
- Key targets that have not been completed are shaded for ease of reference.

Target no.	Allocation holder	Target manager	Title	Completed		Reasons if not completed or other comments	Achievements for 2002/03
				Y/N	%		
94	Keith Little	Trish Williams	If agreed following the QQR, transfer staff to a single set of terms and conditions (or any alternative changes);	N	-	The FMPR implementation project has slipped significantly, and as a result most of the work in 2002/03 has revolved around planning, rather than implementation. We have spent a small proportion of the original budget, as most of the activity planned for this financial year will now take place next year.	<ul style="list-style-type: none"> • The main achievement, following key decisions taken to opt for the CLG/RRO, and to launch company wef 1st April 2005, is the detailed planning which is now taking place to implement these decisions. • A noteworthy recent development this year is the formation of the FMPR sub-group, who having now met for the first time, are expected to take on a key role in the implementation process.
97	Keith Little	Francis Mitchell	Implement changes to financial management systems following QQR, in particular if JNCC becomes a body corporate	N	-		
125	Keith Little	Keith Little	FMPR implementation	N	-		

Target no.	Allocation holder	Target manager	Title	Completed		Reasons if not completed or other comments	Achievements for 2002/03
				Y/N	%		
77.4	Lawrence Way	Lawrence Way	Maintain JNCC, UKBAP, Clearing-House Mechanism and CITES websites. Develop them to disseminate information on biodiversity, earth heritage and good practice in their conservation and sustainable use within UK and internationally	Y			<ul style="list-style-type: none"> The UKBAP website was developed so it could support online reporting against local biodiversity and national species and habitat plans. A major achievement both technically and in convincing the biodiversity community that on-line reporting is viable and efficient. (may be reported under the BAP target) Produced a component of the JNCC website that delivers information on special areas of conservation delivering selection, site and geospatial information to a range of types of user. Approach is a model for future information delivery from other areas of JNCC work. Component was welcomed by users and is referenced by many other conservation related websites.
103.4	Lawrence Way	Steve Wilkinson	Contribute to the development of the NBN	Y			<ul style="list-style-type: none"> Provided advice to the NBN Trust on the process for developing a business plan and contributed to drafting the content of the plan which is now ready for partner consultation. If not separately reported we represented the NBN as UK node to the Global Biodiversity Information Facility and lead the organisation of the GBIF nodes meeting in February at which a number of NBN solutions were recognised as generic and relevant to the building of GBIF itself.

Target no.	Allocation holder	Target manager	Title	Completed		Reasons if not completed or other comments	Achievements for 2002/03
				Y/N	%		
78.2	Alex Geairns	Alex Geairns	Disseminating the products from JNCC's work, and raising awareness, influencing and promoting key aspects of the work more generally, using the most appropriate communications medium, including paper publishing and the internet	Y		Publications held over to 2003/4 due to texts not being available: NVC Broad Habitat Classification Manual, NVC Uplands Atlas, NVC Users Manual, Cetaceans Atlas, MNCR Area Summaries 13 and 15	<p>General</p> <ul style="list-style-type: none"> • Christmas Card and two editions of Nature News published. • "Seabird Numbers and Breeding Successes 2001" and "Dispersion and vulnerability of marine birds and cetaceans in Faroese waters" published. • Covers for Species Status and Reviews completed. • MNCR Area Summary 14 completed. • Reprints of Herpetofora Workers Manual, Phase 1 Habitat Survey Techniques and Phase 1 Habitat Survey Field manual completed. <p>Internet</p> <ul style="list-style-type: none"> • Improvements include splitting the habitats and species sections into their own separate groups with respective design templates. Marine Habitats (including Marine Biotopes) rewritten and reformatted. Non-marine species pages reformatted. New pages for the Irish Sea Pilot Project completed to the new format. GCR revisions continued on course. JNCC staff intranet split into relevant sections, with FMPR given high prominence. <p>Reports</p> <ul style="list-style-type: none"> • Two JNCC Reports – no. 270 "The Habitats Directive – Selection of Special Areas of Conservation in the UK" and no. 312 "Handbook on the UK status of EC Habitats Directive interest features" are now kept up-to-date on the internet versions, demonstrating how web delivery can improve accuracy and keep reports relevant without the expense of continuous reprints. <p>Other</p> <ul style="list-style-type: none"> • Tracking Mammals Partnership logo agreed and work on joint release and launch carried out. • Began investigation of feasibility of establishing a formal slide library for the JNCC. Commissioned scanning of 8,500 marine slides for inclusion in whatever system is decided upon.

Target no.	Allocation holder	Target manager	Title	Completed		Reasons if not completed or other comments	Achievements for 2002/03
				Y/N	%		
33	Ian McLean	Ian McLean	Develop areas of policy advice to government in relation to non-native species and biological translocations	Y (N)	90%		<ul style="list-style-type: none"> Defra was extensively supported by JNCC during the Review of Non-native Species Policy, published in March 2003. The JNCC policy advice will be published early in the first quarter of 2003/2004 (missed target for 2002/2003).
58.1	Ian McLean	Ian McLean	Designing and implementing a general terrestrial mammal surveillance programme, and reviewing the existing bats surveillance programme	Y			<ul style="list-style-type: none"> There has been good progress with the development of the terrestrial mammal surveillance programme, despite the lack of a person in post to deliver the coordinator role. The bat surveillance programme has been reviewed and discussed in detail with the Bat Conservation Trust and is operating well. The main challenge is the limited funding available for BCT to build this programme.
64.2	Ian McLean	Ian McLean	Implementing threatened higher, common and lower plants surveillance programmes	Y (N)	70%	Another year of planning will be necessary as progress was not sufficient to gain full support from the agencies for funding a Threatened Plants Unit in 2003/04.	<ul style="list-style-type: none"> The common plant survey was re-started (second pilot year) after a gap because of FMD. Planning to establish a rare plant information and surveillance service, building on the Threatened Plant Databases and the new plant atlas, has been undertaken with BSBI, Plantlife, BRC and the country agencies. English Nature and JNCC have let contracts to try and resolve some particularly difficult issues around the data management responsibilities and the scope and scale of a possible BSBI threatened plants unit. The Threatened Bryophyte database has made a slow but acceptable start and looks well poised to deliver at the end of the three year MoA.
85.2	Marcus Yeo	Marcus Yeo	Ensuring that the JNCC has an agreed strategic direction that delivers clear nature conservation gains and, in particular, bringing UK Government and the devolved administrations' views more fully into the development of JNCC strategy	Y	-		<ul style="list-style-type: none"> Revised Statement of Strategic Direction endorsed by Committee in December 2002, following consultation with UK Government and devolved administrations. Committee sub-group established to lead process of further strategic development, aiming to complete by September 2003.

Target no.	Allocation holder	Target manager	Title	Completed		Reasons if not completed or other comments	Achievements for 2002/03
				Y/N	%		
89.2	Marcus Yeo	Trish Williams	Reducing staff turnover to no more than 15% by end 2002/03.	Y		-	<ul style="list-style-type: none"> Staff turnover for 2002/03 was 11%, the same level as in 2001/02. This appears to be a sustainable level.
95.2	Marcus Yeo	Lynsey Bigger	Reduce the undesirable environmental impacts of operating JNCC	Y			<ul style="list-style-type: none"> Developed an environmental policy statement for JNCC. Held a greening week in February 2003, raising staff awareness and generating positive publicity for JNCC.
1.3	Paul Rose	Paul Rose	Convention on Biological Diversity (CBD), including contributing to effective implementation by UK of all Articles of CBD (including BAP targets), acting as UK Clearing-House Mechanism (CHM) focal point and monitoring progress of CBD implementation	Y			<ul style="list-style-type: none"> Supported Defra in preparing for and attending CBD COP 7 and SBSSTA 8 most notably on guiding principles for alien invasive species, a mountain ecosystem work programme and marine protected areas. JNCC has also advised Defra on a process for coordinating UK implementation of CBD decisions and, with RBG Kew and Plantlife developed a plan for UK implementation of the global plant strategy as an example of best practice.
49.2	Paul Rose	Paul Rose	Assess how biodiversity indicators relate to sustainable development and begin to define standards for biodiversity indicators	Y			<ul style="list-style-type: none"> JNCC has advised Defra on the work being undertaken in Europe to develop biodiversity indicators and has contributed to the establishment of UK negotiating positions to influence debate within DG research and the CBD. JNCC also contributed to the first meeting of the UK biodiversity forum and has included further work on developing best practice for biodiversity indicators as a major component of the future work of the UK Biodiversity and Information Group (BRIG).
61.7	Paul Rose	Paul Rose	Developing and implementing a system for monitoring designated interest features on SSSIs, SACs, SPAs and Ramsar sites, in close collaboration with country agencies, environment agencies and National Marine Monitoring Programme;	Y (N)	75%	An interim report was produced but guidance will not be completed until May 2003 which represents some delay. A few pieces of guidance will not be available until much later.	

Target no.	Allocation holder	Target manager	Title	Completed		Reasons if not completed or other comments	Achievements for 2002/03
				Y/N	%		
81.2	Paul Rose	Paul Rose	Advise Government on the development of its national and sectoral biodiversity-related statistics and indicators and their European context	N		Defra delayed work on this area. JNCC had planned to advise the work of Defra so could not proceed as planned.	<ul style="list-style-type: none"> JNCC continued to contribute to the work of the Environmental Statistics Advisory Group chaired by Defra and are exploring ways of working under the new Defra priorities and Agenda.
124	Paul Rose	Paul Rose	Biodiversity Research Coordination	N		Failed recruitment means that 6 months into the three year work programme we are about 4 months behind schedule. As long as 6 weeks of work is undertaken before July 2003 and recruitment is successful by July 2003 the project will not suffer and we will be back on schedule by the end of 2003.	<ul style="list-style-type: none"> An SLA with Defra has been signed, the first meeting of the Biodiversity Research Advisory Group was a success and some work has been undertaken.
5.2	Tony Weighell	Tony Weighell	World Heritage Convention	Y			<ul style="list-style-type: none"> Provided direct advice to DCMS and supported them at Budapest meeting of the World Heritage Committee. Collaborated with IUCN on developing guidelines for the role of geological sites in the World Heritage Convention, and took lead on global consultation. Participated in scientific advisory group established to advise on management of the Devon/Dorset WH site Advised Scottish Executive on St Kilda WH re-nomination and contributed to the re-nomination document. Participated in working group developing management plan for Giant's Causeway WH site.

Target no.	Allocation holder	Target manager	Title	Completed		Reasons if not completed or other comments	Achievements for 2002/03
				Y/N	%		
47.1	Tony Weighell	Tony Weighell	Promoting the importance of soil science in conservation	Y			<ul style="list-style-type: none"> • Initiated Moor House research project in collaboration with Reading University. • Provided, through Lead Agency, Ministerial briefing in May 2002 for meeting of EU environment ministers. • Through Lead Agency have established working contact with DGENV in Brussels. • Secured agreement from agencies to establish an LCN for soil conservation work. • Through Lead Agency have contributed to government lead consultations on development of soil indicators, biodiversity and development of national soil strategies.
2.2	Vin Fleming	Steve Gibson	Bonn Convention on Migratory Species of Wild Animals (CMS) and its subsidiary agreements	Y			<ul style="list-style-type: none"> • The quality of the Defra/JNCC delegation at the CoP led to the election of Defra as chair of the Standing Committee from 2002 – 2005, putting the UK in an influential position. • UK Chaired the Scientific Council to the Convention and provided technical advice to Defra at the Conference of Parties. Significant UK input to a credible decision on cetaceans and great white sharks. • As technical advisor to the UK delegation at the MoP2 in October 2002 a major role was played in defining a number of key tasks to be taken forward by AEWA's Technical Committee. • A number of issues were agreed at ASCOBANS Advisory Committee (chaired by Mark Tasker) – a recovery plan for Baltic harbour porpoises and a proposal to move forward with a recovery plan for (southern) North Sea harbour porpoises. • JNCC participated in the Advisory Committee to the Eurobats Agreement (in Romania).

Target no.	Allocation holder	Target manager	Title	Completed		Reasons if not completed or other comments	Achievements for 2002/03
				Y/N	%		
3.3	Vin Fleming	Vin Fleming	To undertake our duties as UK CITES Scientific Authority (fauna)	Y (N)	90%	Most of the target is complete but service standards have not been met for licence consultations.	<ul style="list-style-type: none"> Total of 4,728 (estimated) licence consultations dealt with over the quarter – 65% to service standards. Cumulative for the year: 23686 (estimated) licence consultations, averaging around 66% to service standards. Supported UK preparation for, and participated in delegation to, the 12th Conference of CITES Parties. Significant JNCC input to achievement of listing on Appendix II of basking shark. Also participated in 18th CITES Animals Committee, 4 EC Scientific review Group meetings, and the 2nd Wider Caribbean hawksbill Turtle dialogue meeting.

Target no.	Allocation holder	Target manager	Title	Completed		Reasons if not completed or other comments	Achievements for 2002/03
				Y/N	%		
8.5	Vin Fleming	David Morgan	Influencing Europe	Y			<p>UK Nature & Landscape Office influence in Europe:</p> <ul style="list-style-type: none"> • Brussels Office rendered fully operational. Monthly briefings prepared for agency contacts plus roughly daily flash reports on emerging issues and events. • Particular focus on CAP and CFP reform during the year under review. • Attended and reported back on about 40 locally held events. About 40 outside contacts visited the Office during the year and agency staff spent about 110 days in Brussels. • Held a high-level seminar in the Office between senior agency staff and those in DG Environment followed by a reception for 70 with key partners working in Brussels. <p>Support Unit influence in Europe:</p> <ul style="list-style-type: none"> • 6EAP thematic Strategies – SU has input to strategies on marine and soils, building good relations with responsible Commission officials. • EU BAPs – JNCC has advised the Commission and Defra on enhancing the implementation of the EU BAPs, and will continue this in the new FY. • Secondment to work on Natura monitoring has made good progress and has been extended beyond its intended year as a result. • The European Intelligence contract has also seen the most use ever in a single year, indicating the increasing level of engagement of JNCC and the agencies with EU issues.
12.4	Vin Fleming	Vin Fleming	Work to support the development and implementation of conservation initiatives and conventions in the UK Overseas Territories	Y			<ul style="list-style-type: none"> • Advice to, and liaison with, FCO maintained over Overseas Territories. • JNCC <i>inter alia</i> participated in Bermuda UK Overseas Territories conference, advised on bids to the FCO Environment Fund, assisted with defining a specification for a web-based UKOT CITES network ; advised on a proposal to register the Cayman turtle farm at CITES CoP12, commented on draft environmental legislation and management plan for specific OTs.

Target no.	Allocation holder	Target manager	Title	Completed		Reasons if not completed or other comments	Achievements for 2002/03
				Y/N	%		
4.4	Wyn Jones	Elizabeth Moore	Provide support to Government on the Ramsar Convention on the Conservation of Wetlands of International Importance	Y			<ul style="list-style-type: none"> CoP held. UK delegation supported by JNCC staff. David Stroud elected to the Convention's Scientific and Technical Review Panel.
17.4	Wyn Jones	Wyn Jones	Completing the submission to the CEC of an agreed list of UK SACs, aiming to resolve any outstanding issues, such as site selection for harbour porpoises, during 2002/03	Y (N)	95%	Subject to a number of local consultations the final list of sites has been agreed. Most of these sites will be submitted to the Commission early in 2003 / 2004	<ul style="list-style-type: none"> The final list of sites has been agreed
19.3	Wyn Jones	Wyn Jones	Work with the country agencies and Government administrations to achieve an agreed interpretation of 'favourable conservation status'	N		Whilst an agreed view has been secured, it needs to be tested and further refined.	<ul style="list-style-type: none"> An outline view of favourable conservation status has been secured following workshops involving the agencies and government.
40.3	Wyn Jones	Brian Johnson (EN)	Supporting research and providing advice to protect UK biodiversity from the potential damaging effects of biotechnology and, particularly, the introduction in the UK of Genetically Modified Organisms (GMOs)	Y			<ul style="list-style-type: none"> On going provision of advice to government by means of biotechnology steering groups and workshops. Reponses to government consultations. Production of monthly biotechnology bulletins.
41.3	Wyn Jones	Wyn Jones	Work on understanding climate change and its implications for nature conservation, both terrestrial and marine, in the UK and its Overseas Territories	Y			<ul style="list-style-type: none"> The completion of MONARCH 2.1 phased project and the commencement of 2.2 phase, testing the models developed.

Target no.	Allocation holder	Target manager	Title	Completed		Reasons if not completed or other comments	Achievements for 2002/03
				Y/N	%		
42.3	Wyn Jones	Wyn Jones	Publishing an agreed statement on UK conservation policy and practice in relation to climate change, focusing on the management and protection of statutory sites and the delivery of BAP targets	N		A statement has been produced for English Nature. A UK statement is to be submitted to the September 2003 meeting of the JNCC.	
43.3	Wyn Jones	Wyn Jones	Ensure that climate change considerations are integrated into policy at all levels, and that there is a co-ordinated approach to climate change work in the UK across Government, agencies and NGOs	Y			<ul style="list-style-type: none"> On going raising of issue at appropriate fora.
52.3	Wyn Jones	Diana Mortimer	Provide advice on technical issues relating to the Water Framework Directive, such as the status of fresh and marine waters, freshwater typology and reference conditions	Y			<ul style="list-style-type: none"> Provision of advice on all aspects of the WFD undertaken. Workshops held to raise awareness and to explore wider implications.
62.4	Wyn Jones	Wyn Jones	With key partners, refine broad habitats surveillance programmes, e.g. through development of future Countryside Surveys	N		Work on this target has not been progressed due to the lack of resources	
65.5	Wyn Jones	Wyn Jones	Facilitate creation of habitat inventories through development of standards and identification of best practice. Promote their use in surveillance and monitoring for Annex 1 habitats and BAP priority habitats	N		Some progress has been made but due to a lack of resources not completed.	

Target no.	Allocation holder	Target manager	Title	Completed		Reasons if not completed or other comments	Achievements for 2002/03
				Y/N	%		
121.3	Zoe Crutchfield	Charlotte Johnston	Contribution to Defra's RMNC	Y			<ul style="list-style-type: none"> Irish Sea Pilot (Defra contract) milestones achieved at end 02/03. Pilot progress reports to SG completed and report on data collation task completed by end March 03. All Irish Sea pilot related contracts (review of legislation, conservation objectives completed or on schedule at end March 03. Irish Sea Pilot stakeholder database created Irish Sea ecological units defined and mapped and now being further refined. Criteria for identification of nationally important marine nature conservation features endorsed by RMNC and now being tested by Irish Sea Pilot. Irish Sea Pilot web site in place, 2 newsletters published and other components of the communications strategy completed
122.3	Zoe Crutchfield	David Connor	Seabed resource mapping for UK territorial seas	Y			<ul style="list-style-type: none"> ICES Working Group on Marine Habitat Mapping - David Connor elected chair, Reported on work of WGMHM to the ICES Marine Habitat Committee in September 2002. Preparations for 2003 meeting completed. InterReg workshop attended to investigate possible funding options for extensive seabed mapping. Metadata collation of SAC and other mapping studies completed. BGS bathymetry and sediment datasets for UKCS acquired. In-house GIS capacity developed.

Target no.	Allocation holder	Target manager	Title	Completed		Reasons if not completed or other comments	Achievements for 2002/03
				Y/N	%		
7.6	Zoe Crutchfield	David Connor	Oslo and Paris Convention for the Protection of the Marine Environment of the north-east Atlantic (OSPAR)	Y			<ul style="list-style-type: none"> Habitat mapping - Contract to run OSPAR/North Sea habitat mapping workshop received from Defra. Workshop held jointly with CEFAS in October 2002. Habitats and species - Initial reviews undertaken of 'case reports' for each proposed species and habitat, being prepared for Netherlands. Marine Protected Areas - OSPAR's MPA selection guidelines and MPA management guidelines edited and submitted to Germany via Defra. EcoQOs - Advice on further development provided by Mark Tasker. Biodiversity Committee - briefing meeting with Defra EWD. Preparations for and attendance at BDC meeting in Dublin in January 2003 (supporting Defra), including presentation of UK papers on habitat classification and habitat mapping.
35.6	Zoe Crutchfield	Mark Tasker	Promote Common Fisheries Policy reform to enable sustainable fisheries	Y		Some areas not complete due to lack of personnel	<p>Improved sustainability aspects of Common Fisheries Policy by:</p> <ul style="list-style-type: none"> Participating in scientific working groups at EU & International levels Responded to 12 Governmental or Parliamentary enquiries or consultations

Target no.	Allocation holder	Target manager	Title	Completed		Reasons if not completed or other comments	Achievements for 2002/03
				Y/N	%		
36.3	Zoe Crutchfield	Mark Tasker	Offshore Industries Advice	Y			Total statutory consultations for 2002/2003: <ul style="list-style-type: none"> • 31 Environmental Statements • 302 dispensations from ES's • 49 oil spill contingency plans • 89 FEPA/deposit consents • 4 decommissioning proposals • 177 seismic survey application • Input into DTI 21st Oil and Gas Licensing Round + 3rd SEA • Increased in levels of advice to aggregate extraction and renewables industries as these move into offshore waters • Joined steering group for COWRIE (Collaborative Offshore Wind Energy Research into the Environment) and ensured improvement in Wind SEA process
54.6	Zoe Crutchfield	Charlotte Johnston	UK and EU marine nature conservation strategy development	Y		Ongoing	Supplied comment for Defra's: <ul style="list-style-type: none"> • Marine Stewardship Report • Seas of Change report • Co-ordinated country conservation agency input to EU strategy meetings where possible.
55.3	Zoe Crutchfield	Mark Tasker	Strategic Environmental Assessment Directive	Y			<ul style="list-style-type: none"> • Wind SEA – Phase 1 JNCC Steering group member • Oil and Gas SEA3 completed. SEA4 commenced.
68.4	Zoe Crutchfield	Charlotte Johnston	Offshore sites monitoring	N		Work not undertaken in 2002/2003	

5.2 Supporting targets that were not completed during 2002/2003

Target no.	Allocation holder	Target manager	Title	Completed Y/N	Reasons if not completed or other comments	Achievements for 2002/03
96.2	Marcus Yeo	Francis Mitchell	Fully establish a corporate records management policy and install an electronic records management system that meet business needs and complies with Modernising Government and Public Records Office requirements	N	No progress made on this target in 2002/03 due to lack of resources.	
66.2	Paul Rose	Paul Rose	Develop and implement a standardised system for monitoring activities preventing designated interest features from achieving 'favourable conservation status'	N	Dropped in favour of ensuring feature monitoring guidance was not delayed too much.	
67.2	Paul Rose	Paul Rose	Develop linkages between protected species, habitats and designated site monitoring to obtain a better overview of the status of UK biodiversity	N	Site monitoring data not available. Delayed and progress not as great as anticipated.	A paper was presented to JNCC outlining the current status and long term plans for surveillance and monitoring and how this might be used to support policy. This will help to define the scope and style of the status overview of biodiversity and consequently inform delivery of the target in future.
20.3	Wyn Jones	Elizabeth Moore	Completing a systematic review of the Ramsar site series and working with the country agencies to implement required changes	N	Work on the project was delayed due to preparation and participation in the Conference of Parties	
45.3	Wyn Jones	Wyn Jones	Assessing the results of Countryside Survey 2000 and using them to promote effective habitat and species conservation measures across the UK	N	Work on this target has not progressed due to the lack of resources.	

Target no.	Allocation holder	Target manager	Title	Completed Y/N	Reasons if not completed or other comments	Achievements for 2002/03
46.3	Wyn Jones	Ian Strachan	Completing the review of gaps in the series of BAP priority habitats, and co-ordinating the production of new HAPs, if required by the UK Targets Group	Y/N		The review has been undertaken but the BAP partnerships chose to delay implementing the conclusions until 2005
83.3	Wyn Jones	Wyn Jones	Prepare JNCC habitat databases and inventories for access through the NBN and determine where partnerships with sectoral information sources will help meet habitat conservation information needs	N	Some progress has been made but due to a lack of resources not completed.	

5.3 2001 – 2002 reporting

The information below provides an update on key/corporate targets for 2001/02 that were not completed by March 2002, and have not been identified as specific targets for 2002/03.

Allocation holder	Title	Completed? (yes or no)	Comments
Wyn Jones	Help to conserve UK biodiversity by publishing interpretative material on BAP habitats; specifically: publish the interpretation manual for BAP broad habitats, including descriptions of coastal and marine BAP broad habitats, agreed working definitions of all BAP priority habitats and correspondences with other habitat classifications, for use by country agencies and other BAP partners	No	Some progress has been made but due to limited resources the publication of interpretative material has not been achieved.
Ian McLean	Further the conservation of Britain's important populations of wintering waterfowl and breeding birds; specifically: through our contract with the Wildfowl and Wetlands Trust (WWT), <u>substantially complete the rationalisation of waterfowl surveillance areas with designated site boundaries</u> ; in collaboration with the British Trust for Ornithology (BTO), commence publication of an annual statement of trends in British breeding bird populations and their probable causes; with the BTO, set up a website giving a summary of current knowledge of the effects of land use and climate change on common breeding bird populations; update and publish definitive lists of population sizes for British birds, co-ordinating the work of the Avian Population Estimates Panel		The target is complete apart from the section that is underlined. The comments below refer to the underlined section. There has been much done on defining the problems in relation to boundary rationalisation but the task is much larger and more complex to resolve than was realised at the outset. A timetable for completing this work will be agreed shortly, until then it is not possible to give a date for when the target will be completed.

6. RISK REPORTING

The information below relates to the JNCC risk register. Risk owners of **medium/low risks** have provided an update on the risks for which they are responsible, advising if the current level of control is still adequate or whether the risk(s) have(s) changed and further control improvements are required.

Corporate risks are discussed collectively by Management Team with appropriate representatives providing an update at the meeting.

6.1 Corporate risks

RISK OWNER A1: Wyn Jones

No	Risk description	Likelihood (0-5)	Impact (0-5)	Overall rating (LxI)	Current control(s)	Assessment of current control(s)	Control improvement or future actions
A1	Major changes to priorities, up to and within 18 month timescale, especially when external drivers are working to different timescales and work is interdependent (external drivers)	5	3	15	<ul style="list-style-type: none"> ▪ Working in partnership with key individuals and organisations to identify issues which allow us to respond/influence early on. ▪ Establishment of a Brussels Office and post to identify European initiatives and, or opportunities and evaluate implications for the role and work of JNCC in conjunction with the Management Team. ▪ Prioritisation and planning of projects which underpins the strategy and corporate plan programmes. 	We have a number of systems in place to manage this risk but measures to improve the controls would be recommended, particularly as this has been identified as the greatest risk to the organisation.	<ul style="list-style-type: none"> ▪ Develop solutions to recognise and manage interdependencies, i.e. improve relationship management skills. ▪ Initiate Programme Boards/sub groups of Committee to develop an overview of the objectives for nature conservation and progress projects/strands of work linked to strategic themes – strategy workshops are planned. ▪ Improve project management skills.

RISK OWNER A2: Malcolm Vincent

No	Risk description	Likelihood (0-5)	Impact (0-5)	Overall rating (LxI)	Current control(s)	Assessment of current control(s)	Control improvement or future actions
A2	Loss of 20% of staff due to resignation, illness or death in a year.	4	3	12	<ul style="list-style-type: none"> ▪ Reprioritise project targets and individual workloads based on organisational gaps and flexibility of remaining staff members. Discuss with partners to adjust programmes of work and manage expectations. ▪ Ensure access to welfare support from within the Support Unit or from country agencies. ▪ Conduct exit interviews with leavers to identify areas for improvement. 	We have a number of systems in place to manage this risk but there is room for improvement.	<ul style="list-style-type: none"> ▪ Develop continuity plan for staff resources and core/specialist competencies to deliver role. ▪ Introduce a system of knowledge management. ▪ Develop and progress retention strategy for key competencies and roles.

RISK OWNER A3: Deryck Steer

A3	Political/policy change that inhibits delivery of role	3	3	9	<ul style="list-style-type: none"> ▪ Managing Director and Chairman are in regular contact with Defra, Whitehall and the devolved administrations to exchange views. ▪ Relationships with Government and devolved administrations provide opportunities to assess impact on nature conservation and actively influence and ensure awareness of potential change and implications e.g. devolution and UK overview. 	We have a number of systems in place to manage this risk but there is room for improvement, particularly in the area of prioritisation of projects to adapt quickly to changes.	<ul style="list-style-type: none"> ▪ Develop prioritisation process of programmes and projects to ensure that enough flexibility exists to allow us to adapt quickly to political and policy changes. ▪ Improve project management skills. ▪ Improve relationship management skills to ensure effective communication both internally and externally.
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RISK OWNER A4: Ian McLean

No	Risk description	Likelihood (0-5)	Impact (0-5)	Overall rating (LxI)	Current control(s)	Assessment of current control(s)	Control improvement or future actions
A4	Competitor/predator actions result in a potential loss of resources to JNCC.	4	3	12	<ul style="list-style-type: none"> ▪ Effective, ongoing engagement with stakeholders/customers ▪ Use of JNCC copyright on publications. 	Systems in place are mostly adequate to control this risk but additional controls could make us less vulnerable.	<ul style="list-style-type: none"> ▪ Look at possibilities and opportunities to broaden our customer base. ▪ Consider where JNCC ‘adds value’ to the work of the country agencies to establish the unique selling points of JNCC.

RISK OWNER A5: Paul Rose

A5	Significant budget changes (+/-£). (internal drivers)	5	3	15	<ul style="list-style-type: none"> ▪ Review project plans to scale up or down programmes and projects to reflect funding – prioritise areas of work supported by stakeholders or we are committed to delivering e.g. contracts. ▪ Committee, Senior Management and Management Team use contacts within Government and devolved administrations to influence/direct additional funding. ▪ Profile spend and income effectively to manage budget change. Ensure that where possible substantial increases are carried forward if unspent. 	Systems in place are mostly adequate to control this risk but additional controls and actions could make us less vulnerable.	<ul style="list-style-type: none"> ▪ Develop prioritisation process of programmes and projects to ensure that enough flexibility exists to allow us to adapt quickly to significant budget changes. ▪ Identify other funding sources and consider how funding from Government can be split. ▪ Moving forward, ensure that the Financial Memorandum contains enough flexibility to adapt to changes.
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RISK OWNER A6: Tony Weighell

No	Risk description	Likelihood (0-5)	Impact (0-5)	Overall rating (LxI)	Current control(s)	Assessment of current control(s)	Control improvement or future actions
A6	Staff complement does not reflect the competencies needed to deliver the role.	4	3	12	<ul style="list-style-type: none"> ▪ Creation of a pool of generalists with a broad range of skills (on permanent contracts). ▪ Flexibility of recruitment to permanent/appropriate length FTA contracts. ▪ Management training programme to develop core personal and staff management competencies. 	We have a number of systems in place to manage this risk but there is room for improvement.	<ul style="list-style-type: none"> ▪ Profile key core and specialist competencies needed across the organisation to deliver role. ▪ Develop recruitment and retention strategy that underpins our role and reflects the key competencies identified. ▪ Consider flexibility in posts, enabling transfer of relevant skills. ▪ Ensure relevant and appropriate follow up to training courses.

RISK OWNER A7: Mark Tasker

No	Risk description	Likelihood (0-5)	Impact (0-5)	Overall rating (LxI)	Current control(s)	Assessment of current control(s)	Control improvement or future actions
A7	Not fulfilling the role because too risk averse	3	3	9	<ul style="list-style-type: none"> ▪ Engagement and consultation with stakeholders to identify opportunities and priorities to feed into the corporate planning and strategy development process. ▪ Clear interpretation of the special functions to scope JNCC's nature conservation role and its work. 	The controls in place are adequate at present but it is essential that organisational changes resulting from the FMPR do not make us vulnerable in this area.	<ul style="list-style-type: none"> ▪ Building on the JNCC strategy, at the correct pace, to develop nature conservation role. ▪ Consider and agree levels of delegation within the organisation, a key element of FMPR implementation. ▪ Management training to develop planning and risk assessment competencies.

6.2 Medium/Low risks

No	Risk description	Risk owner	Likelihood (0-5)	Impact (0-5)	Overall rating (LxI)	<p style="text-align: right;">Quarterly update</p> Consider; a) risk scoring b) current controls c) control improvements If no change is required to a, b or c state 'scoring and controls adequate'. If you think changes need to be made to the register with regard to a, b or c, please provide comments
B1	Failure to respond to major long term issues	Marcus Yeo	2	2	4	a) & b) OK. c) Premature to consider establishing programme boards at present. Delegation levels will be fully considered as part of FMPPR implementation – unclear how much should be done prior to this.
B2	Loss of key long term surveillance information held by key partners and JNCC.	Lawrence Way	1	3	3	Report TBA
B3	Loss of key operational or business information.	Lawrence Way	2	2	4	Scoring and controls adequate at present.
B4	Loss of commissioned knowledge and information.	Lawrence Way	3	1	3	Report TBA
B5	Premises loss as a result of fire, flood or other such event.	Francis Mitchell	0	2	0	Scoring and controls adequate at present.
B6	Unsuitability of premises (size, location, quality, cost) for current and future needs.	Francis Mitchell	1	2	2	Scoring and controls adequate at present.
B7	Change to legislative environment that inhibits JNCC from delivering its role.	Marcus Yeo	1	4	4	Scoring and controls adequate at present.
B8	Loss of co-operation between JNCC and one or more country agencies.	Alex Geairns	1	4	4	Scoring and controls adequate. Links with PR and publicity units of country agencies being established.
B9	Failure to respond to the Government's modernization agenda (e.g. e-commerce, openness etc).	Lynsey Bigger	3	1	3	Scoring and controls adequate at present. Records management will be considered during 2004/05.
B10	Major fraud.	Francis Mitchell	0	4	0	Scoring and controls adequate at present.
B11	A failure to deliver value for money from the resources that are available.	Francis Mitchell	5	1	5	Scoring and controls adequate at present.
B12	IT Fraud (including access by hackers and inappropriate use by staff).	Lawrence Way	3	1	3	Report TBA
B13	Failure to select appropriate contractors/suppliers which incurs excessive costs or delivery of substandard product.	Francis Mitchell	1-3	3-1	3	Scoring and controls adequate at present.

No	Risk description	Risk owner	Likelihood (0-5)	Impact (0-5)	Overall rating (LxI)	Quarterly update
						Consider; a) risk scoring b) current controls c) control improvements If no change is required to a, b or c state 'scoring and controls adequate'. If you think changes need to be made to the register with regard to a, b or c, please provide comments
B14	Insufficient income to cover costs on repayment projects, publications etc.	Francis Mitchell	2	1	2	Scoring and controls adequate at present.
B15	Insufficient cash flow to be able to pay creditors.	Francis Mitchell	2	1	2	Scoring and controls adequate at present.
B16	Failure to monitor and report financial expenditure to comply with Treasury guidelines.	Francis Mitchell	0	2	2	Scoring and controls adequate at present.
B17	Failure to deliver key pieces of work which are vital to the role	Unit heads	2	3	6	
B18	Delivering work outside of our role	Marcus Yeo	4	2	8	Scoring and controls adequate. Measures are currently being taken to ensure better links between the corporate plan and individual work plans.
B19	Failure to prioritise	Marcus Yeo	4	2	8	Scoring and controls adequate at present.
B20	Missing major opportunities through delays in the decision-making process or as a result of being risk averse.	Malcolm Vincent	2	3	6	Scoring and controls adequate at present
B21	Lack of staff support and commitment to JNCC's strategy.	Marcus Yeo	4	1	4	Scoring and controls adequate. Measures are currently being taken to ensure better links between the corporate plan and individual work plans.
B22	Ineffective governance at Committee and management Team levels	Lynsey Bigger	2	2	4	Scoring and controls adequate at present. Consideration of levels of delegation has been built into the FMPR project plan.
B23	Failure to comply with employment legislation.	Trish Williams	2	2	4	Scoring and controls adequate at present.
B24	Failure to identify and invest in key relationships	Deryck Steer	1	3	3	Scoring and controls adequate at present.
B25	Key customers lose respect for JNCC and its impartiality	Alex Geairns	2	3	6	Scoring and controls adequate. Work begun on publications scheme and building communications links with country agencies
B26	Someone whose name is associated with JNCC is involved in scandal	Alex Geairns	1	1	1	Scoring and controls adequate at present.

No	Risk description	Risk owner	Likelihood (0-5)	Impact (0-5)	Overall rating (LxI)	<p style="text-align: right;">Quarterly update</p> Consider; a) risk scoring b) current controls c) control improvements If no change is required to a, b or c state 'scoring and controls adequate'. If you think changes need to be made to the register with regard to a, b or c, please provide comments
B27	Failure to deliver services and products of appropriate quality under contract to other organisations.	Malcolm Vincent	2	1	6	I think the impact score is too low and that a score of 2 or 3 would be more appropriate. Failure to deliver good quality products will lead to unwillingness to involve us again.
B28	Leaks of confidential information.	Alex Gearns	1	2	2	Scoring and controls adequate at present..
B29	Failure to demonstrate openness	Lynsey Bigger	2	1	2	Scoring and controls adequate at present. Work is progressing on the control improvements. A JNCC Publication Scheme has been approved by the Information Commissioner. The modernising government inter-agency group will be considering the EIRs and the FOI Act to develop a common understanding and interpretation of the legislation.
B30	Loss of impartiality through acceptance of external funding	Malcolm Vincent	0	3	0	Scoring and controls adequate at present.
B31	JNCC is perceived to be too strongly linked to individuals, organisations or contractors.	Francis Mitchell	2	4	8	Scoring and controls adequate at present.
B32	Potential uninsured losses such as theft or accidental damage	Francis Mitchell	3	1	3	Scoring and controls adequate at present.