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## **JOINT NATURE CONSERVATION COMMITTEE**

### **HALF-YEARLY MONITORING REPORT FOR 2003/04**

#### **Paper by Lynsey Bigger and Desmond Quinn**

#### **1. Performance against targets**

##### *All targets*

- 1.1 The JNCC's business plan for 2004/05 contains a total of 132 targets. Of these, three (2%) were considered to be not on track at the end of the second quarter and a further 16 (12%) were considered to be at risk. This is a marked improvement on this time last year when 8% of targets were considered to be not on track.

##### *Key targets*

- 1.2 Of the 22 key targets listed in the business plan, none were considered to be not on track and three (13%) were considered to be at risk. This is again an improvement on this time last year, when one key target was considered to be not on track.
- 1.3 The three key targets to be considered at risk are those relating to a) implementation of the Financial, Management and Policy Review (FMPR) recommendations, b) implementation of the new strategy, and c) development of common standards for monitoring interest features on statutory sites. The risks associated with these targets are being actively managed.
- 1.4 Projects involving major organisational change, such as implementation of the FMPR and strategy, are inherently risky. These risks have been increased by the absence of key personnel for prolonged periods, in particular the finance manager and Managing Director. Achievement of the FMPR target is also dependent on successful progression of the Regulatory Reform Order, which involves significant risks.
- 1.5 Delay in agreeing a quality assurance programme for common standards monitoring has potentially affected achievement of this target.

#### **2. Staffing**

- 2.1 Staff turnover at the end of the second quarter was on track to remain below the 10-12 % target for the year.

- 2.2 Sick absence was relatively high but includes one long-term certificated absence.
- 2.3 Completed training days at this stage of the year were lower than the target of three days per person, but the training budget for the year has been fully allocated and it was therefore anticipated that this would be on track by March 2005.

### **3. Finance**

- 3.1 At the half-year point the JNCC had spent 39% of budget. This is consistent with the spend at the half-year point for the previous two years.
- 3.2 At the start of the year, over-allocation against budget stood at £240k. The intention was to manage this down over the course of the year. At the half-yearly point the over-allocation had increased to £267k. This is largely because we have been advised by the managing agents of Monkstone House that the requirements of the Disability Discrimination Act and the need for other maintenance will cause a substantial increase in the service charge for the building. We are in negotiation about this but the additional cost this year is likely be in the order of £100k.
- 3.3 To address this situation directors will be robustly reviewing all project budgets and planned expenditure to ensure that there is not an overspend against budget at the end of the year.

### **4. Risk reporting**

- 4.1 The annual review took place in June 2004, and the revised risk registers were discussed by the Audit and Resources sub-group of Committee and by the Management Board in July 2004.
- 4.2 Responsibility for each of the JNCC's corporate risks has been assigned to either the Managing Director, the Director of Science or the Director of Resources and External Affairs.
- 4.3 Significant changes to the corporate risks are noted below:
  - i. *Lack of staff understanding and commitment to JNCC's strategy.* This risk has now become a corporate risk with an increase from 6 to 12 in the overall score. This reflects the implementation of the strategy in the current corporate planning round and the need to ensure that it is embraced and understood clearly by staff.
  - ii. *Delivering work outside of our role.* Likelihood score reduced from 4 to 3. Overall rating now 12.
  - iii. *Loss of a significant number of key staff in a year.* Likelihood increased from 2 to 4 (producing an overall score of 16). This change

reflects the risks associated with the transfer of staff from employment by the country agencies to employment by the JNCC.

- 4.4 The separate risk register that has been developed for the FMPR project continues to be monitored closely, particularly as the organisation moves closer to implementation.