

1. Providing advice on international nature conservation issues

1.1 Drivers of JNCC's work

The main drivers of our work are:

- Multilateral Environmental Agreements (MEAs), in particular:
 - Convention on Biological Diversity (CBD)
 - Bonn Convention on Migratory Species of Wild Animals (CMS) and daughter agreements
 - Convention on International Trade in Endangered Species (CITES)
 - Ramsar Convention on the Conservation of Wetlands of International Importance
 - World Heritage Convention
 - Bern Convention on Conservation of European wildlife and natural habitats
 - Oslo and Paris Convention for the Protection of the Marine Environment of the north-east Atlantic (OSPAR)
- FCO PSA target: 'improvement in the ... environment ... of the overseas territories ..., as measured by implementation of the commitments in the 1999 White Paper'

1.2 Aims, targets and actions

Our overall aims are:

- to provide high-quality, timely advice to Government and country agencies on the implementation of MEAs and subsidiary agreements within the UK in order to influence positive conservation action by these instruments
- to support Government in the development and implementation of conservation initiatives and policies in the wider international environment, and in particular the UK Overseas Territories

1.2.1 Convention on Biological Diversity (CBD)	
<i>Targets</i>	Maintain an overview of CBD intersessional activities of relevance to the UK, and provide scientific advice to Defra and country agencies, as required; in particular: <ul style="list-style-type: none"> – by March 2004, produce strategies for UK implementation of CBD decisions concerning marine ecosystems, the Global Taxonomy Initiative, and alien invasive species – co-ordinate UK implementation of CBD decisions concerning the global plant strategy
<i>Actions</i>	Attend the 7th Conference of Parties in Kuala Lumpur in March 2004 Provide technical input to the annual meeting of the Subsidiary Body on Scientific, Technical and Technological Advice (SBSSTA) in Montreal in November 2003

1.2.2 Bonn Convention on Migratory Species of Wild Animals (CMS)	
<i>Targets</i>	Provide scientific advice to Defra and country agencies on the intersessional work of CMS and on six daughter agreements: <ul style="list-style-type: none"> – Agreement on Small Cetaceans of the Baltic and North Seas (ASCOBANS) – Bats in Europe Agreement – Memorandum of Understanding on the Conservation of Indian Ocean Turtles – Albatross and Petrel Agreement – African/Eurasian Waterbird Agreement (AEWA) – Agreement on the Conservation of Cetaceans of the Black Sea, Mediterranean Sea and

Contiguous Atlantic Area (ACCOBAMS)	
<i>Actions</i>	<p>Contribute to intersessional work of the main Convention linked to attending the Scientific Council, and to the UK role as Standing Committee Chair</p> <p>Provide advice to Defra at the ASCOBANS Meeting of the Parties, chair two Advisory Committees, and ensure effective planning of the 2004/05 survey of small cetaceans in European Seas</p> <p>Provide advice to Defra at the Meeting of the Parties and one meeting of the Advisory Committee of the Bats in Europe Agreement</p> <p>Provide advice to Defra at the Meeting of the Parties of the Memorandum of Understanding on the Conservation of Indian Ocean Turtles</p> <p>Provide advice to Defra at the Meeting of the Parties and one meeting of the Advisory Committee for the Albatross and Petrel Agreement</p> <p>Provide technical input to the AEWA Technical Committee on behalf of the UK</p> <p>Provide technical input to the Scientific Committee of ACCOBAMS</p>

1.2.3 Convention on International Trade in Endangered Species (CITES)

<i>Targets</i>	<p>Provide scientific advice to Government on UK, EC and global CITES policy and practice; in particular:</p> <ul style="list-style-type: none"> – provide on-line advice to Defra on approximately 24,000 licence consultations to service standards (90% within 5 days, 8% within 10 days) (<i>target may need to be adjusted, depending on available resources</i>) – provide expert opinion and high-quality advice promptly in support of enforcement activity and prosecutions under CITES-related legislation – create and manage a web-based virtual forum for Overseas Territories to share advice on CITES issues
<i>Actions</i>	<p>Attend three meetings of the EC CITES Scientific Review Group, one meeting of the Animals Committee (acting as regional representative for Europe (EC) on the Animals Committee if so elected at the 12th Conference of Parties), and other relevant intersessional committees and working groups</p> <p>Advise UK Government over, and attend, CITES range state dialogue meetings for Caribbean hawksbill turtles</p> <p>Provide advice and training to enforcement authorities on request</p> <p>Act as Scientific Authority to British Indian Ocean Territory</p> <p>Maintain CITES taxon database for animals and contribute to development of new Phoenix licensing system</p>

1.2.4 Ramsar Convention on the Conservation of Wetlands of International Importance

<i>Targets</i>	<p>Work with Government and statutory agencies to prepare a UK implementation strategy following the 8th Conference of the Parties in 2002</p> <p>In liaison with Government and country agencies, complete a targeted review of the existing UK network of Ramsar sites and identify significant gaps in coverage</p> <p>Submit Ramsar Information Sheets for xx new and amended sites to the Ramsar Bureau (<i>number of sites to be agreed with Government and country agencies</i>)</p>
<i>Actions</i>	<p>Through the UK Ramsar Committee, work with Government, statutory agencies and NGOs to implement the Ramsar Convention in the UK</p> <p>Provide the UK focal point for the Ramsar Convention's Scientific and Technical Review Panel (STRP)</p> <p>Support Defra at one meeting of the Ramsar Standing Committee</p>

1.2.5 World Heritage Convention and other international earth heritage advice	
<i>Targets</i>	Provide scientific advice to DCMS on the development and implementation of the World Heritage Convention in the UK and overseas By June 2003, submit draft guidelines to IUCN on the selection and management of important international geological sites
<i>Actions</i>	Attend World Heritage Committee meeting in China, June 2003 Scope, plan and make final arrangements for an international earth heritage conference to be held in Dorset in spring or autumn of 2004

1.2.6 Bern Convention on Conservation of European wildlife and natural habitats	
<i>Targets</i>	Provide scientific advice to Defra and country agencies on the intersessional work of the Bern Convention; in particular: <ul style="list-style-type: none"> — by June 2003, complete a review of the impact of marine and terrestrial wind farms on nature conservation in the UK to feed into discussions and a possible Bern resolution on power generation and nature conservation in 2004/05
<i>Actions</i>	Provide scientific support to Defra at meetings of the Bern Standing Committee Provide technical advice on resolutions and the strategic plan, and participate in technical working groups as appropriate

1.2.7 Oslo and Paris Convention for the Protection of the Marine Environment of the north-east Atlantic (OSPAR)	
<i>Targets</i>	Provide support to Government on the OSPAR Convention; in particular: <ul style="list-style-type: none"> — by March 2004, complete revision of the EUNIS habitat classification for marine habitats in the north-east Atlantic — prepare guidance on data collection and the collation of UK data to support the development of a mapping programme for specific habitats — prepare plans and a data management structure to support the initiation of a holistic mapping programme for the North Sea
<i>Actions</i>	Provide advice on threatened species and habitats (requirements depend on outcomes of the Biodiversity Committee in 2003) Provide technical input to the 5th Marine Protected Area workshop Attend meeting of the Ecological Quality Objectives (EcoQO) Steering Group; if Defra decide to sponsor one EcoQO (e.g. oiled birds) then support contract work in UK

1.2.8 UK Overseas Territories	
<i>Target</i>	Provide support to FCO and Overseas Territory governments on the development and implementation of conservation initiatives and conventions in the UK Overseas Territories, and especially the implementation of Environment Charters
<i>Actions</i>	Provide support to Overseas Territory governments and FCO in implementation of MEAs in the Overseas Territories, including attending meetings and participating in working groups (e.g. SPAW Protocol) Identify priorities, in collaboration with Overseas Territories, FCO and the UK Overseas Territories Conservation Forum (UKOTCF), for advisory needs from JNCC and country agencies, and increase the transfer of relevant conservation skills to conservation practitioners and policy makers in the Overseas Territories Provide independent assessment of projects submitted to the FCO Environment Fund (relating to Overseas Territories) when requested to do so

	<p>Liaise with FCO, Overseas Territory Governments and NGOs (including the UKOTCF) on conservation issues in the Overseas Territories</p> <p>Compile a contextual audit of seabird resources in the Overseas Territories</p>
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1.2.9 Conservation of Arctic Flora & Fauna (CAFF)

<i>Target</i>	Contribute to the conservation of Arctic wildlife (especially of shared migratory populations and relict species occurring in the UK) by providing technical advice to support the work of CAFF
<i>Actions</i>	<p>Participate in CAFF meetings, working groups and networks where relevant to UK interests, and in particular contribute to CAFF seabird work by attending meetings of the Circumpolar Seabird Working Group (CSWG)</p> <p>Encourage greater involvement by country agencies in CAFF working groups and encourage information sharing on species/topics of mutual interest</p> <p>Act as a focal point for links between UK interests in Arctic species, FCO and CAFF</p>

1.2.10 World Conservation Union (IUCN)

<i>Target</i>	Contribute to nature conservation globally and in the UK by providing an effective and efficient secretariat service to the UK Committee of the World Conservation Union (IUCN)
<i>Action</i>	-

1.3 Developments in 2004/05 and 2005/06

Over the remaining two years of the plan period we will continue to support Government in fulfilling its international obligations for nature conservation. Government's requirement for international advice is likely to continue to rise over this period, and we will need to assess priorities carefully.

In particular, we will:

- prepare for and attend Conferences of the Parties for CMS (2004/05) and CITES (2005/06) to ensure nature conservation gains are maximised;
- seek to secure the resources needed to meet service standards in dealing with CITES licence applications;
- continue to develop synergies between MEAs, treating the CBD as an overarching convention;
- enhance our support for conservation initiatives in the Overseas Territories.

2. Furthering nature conservation in a European context

2.1. Drivers of JNCC’s work

The main drivers of our work are:

- EU Directives:
 - Habitats Directive
 - Birds Directive
 - Water Framework Directive

- European strategies and programmes:
 - 6th Environmental Action Programme
 - EC Biodiversity Strategy and Action Plans
 - EU Sustainable Development Strategy

2.2. Aims, targets and actions

Our overall aims are:

- to influence more effectively EU nature conservation policy, legislation and practice in order to enhance nature conservation gain, and aid integration between UK, global and European initiatives

- to work with others to implement European directives, strategies and programmes within the UK, by providing high-quality advice, co-ordinating effort and setting common standards

2.2.1 EU and wider European nature conservation policies	
<i>Targets</i>	Provide a high-quality enquiry and intelligence service for JNCC and the country agencies, by producing: <ul style="list-style-type: none"> – a weekly briefing pack on key European environmental issues – monthly briefings and 20 topic flash reports on EU processes for or affecting UK nature and landscape conservation By providing high-quality technical advice, seek to influence the 6th Environmental Action Programme Thematic Strategies on Marine, Pesticides and Soils, the EC Biodiversity Strategy and the EU Sustainable Development Strategy so that they deliver nature conservation gains in the UK and across Europe
<i>Actions</i>	Co-ordinate the work of the inter-agency international network, and seek effective integration of the European work of JNCC with that undertaken by individual country agencies for their own countries Participate in the European Environmental Advisory Councils Network Through the UK Nature and Landscape Office: <ul style="list-style-type: none"> – make or renew five Brussels contacts per month in order to promote the country agencies and JNCC to the EU – identify 12 opportunities for EU resource leverage and joint working with similar organisations in the EU – increase by 20% the number of ‘Brussels-days’/contacts with EU institutions undertaken by agency staff

2.2.2 EU Habitats Directive	
<i>Targets</i>	Complete the submission to the European Commission of an agreed list of UK SACs, enabling the formal adoption of a list of SCIs for the Atlantic Biogeographical Region by September 2003

	Develop an agreed UK position on the practical interpretation and application of 'favourable conservation status'
<i>Actions</i>	<p>Co-ordinate any amendments to the UK SAC list required as a result of the 2nd Atlantic Biogeographical Region meeting in 2002 and ensure that common standards for site selection are maintained across the UK</p> <p>Co-ordinate the collation of data on new/revised SACs, and produce Natura 2000 data forms for submission to DG Environment</p> <p>Support Government and represent a UK view at European meetings, including the EC Habitats Committee (two meetings), the EC Habitats Scientific Working Group and other European working groups, and meetings with DG Environment</p> <p>Undertake regular liaison with the European Topic Centre for Nature Protection and Biodiversity (ETC/NPB) and other European bodies</p>

2.2.3 EU Birds Directive

<i>Targets</i>	<p>Provide high-quality, timely advice to Government, country agencies and others regarding implementation of the Birds Directive in the UK; in particular, support the selection of SPAs by:</p> <ul style="list-style-type: none"> – producing a report on raptors in coastal situations in winter describing the options for obtaining a) national population estimates and b) site-based assessments – undertaking a scientific assessment of the use of cropped habitats by birds that have a dependency upon these habitats (wintering waterbirds, birds of plantation forestry and breeding birds in various situations)
<i>Actions</i>	<p>Provide secretariat support to the SPA Scientific Working Group</p> <p>Support Government at two meetings of the EC Ornis Committee and represent the UK at two meetings of the Ornis Scientific Working Group</p> <p>Co-ordinate the collation of data on new/revised SPAs, and produce Natura 2000 data forms for submission to DG Environment</p>

2.2.4 Marine Natura 2000

<i>Targets</i>	<p>Support full implementation of the Habitats and Birds Directives in the marine environment by providing advice to Government on:</p> <ul style="list-style-type: none"> – possible SACs for offshore Annex I habitats, and where appropriate additional inshore sites away from the coast – extensions to existing coastal breeding colony SPAs (for guillemot, razorbill, puffin and gannet) – inshore SPAs for non-breeding seabirds – SAC selection criteria for Annex II cetaceans (in both territorial waters and offshore)
<i>Actions</i>	<p>Undertake initial exploration of data analysis methods for SPAs for aggregations of birds away from the coast (in both territorial waters and offshore)</p> <p>Contribute to collaborative baseline survey of Darwin Mounds pSAC</p> <p>Undertake aerial surveys of inshore aggregations of seabirds to support SPA selection</p> <p>Undertake survey of Divers around the Northern Isles to provide data for SPA selection/extension for these species</p> <p>Attend European workshops on marine Natura 2000, as appropriate</p>

2.2.5 EU Water Framework Directive

<i>Target</i>	Support Government in preparing legislation to implement the Water Framework Directive in the UK by providing advice on technical issues, such as the development of monitoring programmes.
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	characterisation of water bodies, and register of protected areas
<i>Actions</i>	Through the Freshwater Lead Co-ordination Network, provide the secretariat and chair for the inter-agency Water Framework Directive freshwater technical advisory group Contribute to the work of the inter-agency marine/coastal Water Framework Directive technical advisory group

2.2.6 European geological conservation

<i>Target</i>	Provide high-quality, timely advice to Defra on the development of geological conservation programmes in Europe through the Council of Europe
<i>Action</i>	Attend Council of Europe (COE) Working Group meetings in support of Defra, and work directly with COE officials to develop a European strategy on geological conservation

2.3 Developments in 2004/05 and 2005/06

From 2003/04 onwards there are likely to be changes in priorities within this strategic theme. For example, as the selection process for terrestrial SACs comes to an end, attention within Government and the country agencies will shift to managing the site network and reporting on the status of sites, habitats and species.

JNCC's priorities for the remainder of the plan period are likely to be:

- supporting the full implementation of the Habitats and Birds Directives in the marine environment, and especially beyond 12 nm;
- continuing to provide high-quality advice on emerging EU and wider European issues affecting nature conservation, and assessing the implications of developments such as enlargement of the EU.

3. Encouraging the sustainable use of natural resources

3.1 Drivers of JNCC's work

The main drivers of our work are:

- UK Government PSA targets:
 - Promote sustainable development across Government and the country as a whole as measured by achieving positive trends in the Government's headline indicators of sustainable development (Defra); relevant headline indicators include:
 - reducing greenhouse gas emissions
 - reducing air pollution and improving air quality
 - improving river quality
 - reversing long-term declines in populations of farmland and woodland birds
 - Improve the environment and the sustainable use of natural resources ... to help reduce greenhouse gas emissions by 12.5% from 1990 levels and moving towards a 20% reduction in carbon dioxide emissions by 2010 (Defra)
 - Improve air quality by meeting our National Air Quality Strategy objectives for carbon monoxide, lead, nitrogen dioxide, particles, sulphur dioxide, benzene and 1-3 butadiene (Defra/DfT)
 - Reversing the long-term decline in the number of farmland birds by 2020, as measured annually against underlying trends
 - Bringing into favourable condition by 2010 95% of all nationally important wildlife sites
 - A modern, reformed and enlarged EU, as measured by progress towards UK policy priorities including ... CAP reform ... (FCO)
 - ... secure CAP reforms that reduce production-linked support, enabling enhanced EU funding for environmental conservation and rural development (Defra)

3.2 Aims, targets and actions

Our overall aims are:

- to provide information and advice on the nature conservation implications of resource use policies
- to deliver co-ordinated UK-level advice on resource use policies, where this adds value to the work of the country agencies
- to assess the effects of wide-scale environmental change on nature conservation in the UK, and advise on appropriate policy measures

3.2.1 Land use policy	
<i>Targets</i>	Promote environmentally beneficial reform of the Common Agricultural Policy by working with the country agencies to develop co-ordinated GB/UK views on land use policy issues, where this is appropriate Ensure that policies relating to the use of genetically modified organisms in the UK take full account of the potential impact on nature conservation; in particular: <ul style="list-style-type: none"> – provide technical advice to Government – represent the views of the country agencies in the regulatory process
<i>Actions</i>	Contribute to the work of the inter-agency Land Use Policy Group (LUPG) and its sub-groups (Rural Affairs Group and Woodland Policy Group) Commission/undertake work on the links between land use policy and a) the Water Framework Directive, b) climate change, c) soil conservation, and d) pollution (<i>priorities to be decided by LUPG</i>) Through the GMO Lead Agency: <ul style="list-style-type: none"> – promote the views of conservation bodies in Government, the biotech industry and the EU by participating in parliamentary inquiries and undertaking dialogue with biotech companies,

	<p>SCIMAC, DG Environment and DG Agriculture</p> <ul style="list-style-type: none"> — prepare responses to applications for the release of GMOs, following consultation with other statutory bodies — represent statutory bodies in the regulatory process for GMOs by participating in meetings of the Advisory Committee on Releases to the Environment (ACRE) and its sub-groups and the field scale trial research steering group
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3.2.2 Fisheries policy

<i>Targets</i>	<p>Promote environmentally beneficial reform of the Common Fisheries Policy by providing high-quality advice and information on fishery issues to Government and country agencies; in particular:</p> <ul style="list-style-type: none"> — obtain agreement/understanding of policy positions by European Nature Conservation and Fisheries Advisory Network (ENCFAN) partners — ensure at least one country agency representative on a Regional Advisory Council — by March 2004, agree an inter-agency position on an ecosystem-based approach to fisheries management
<i>Actions</i>	<p>Attend relevant EC, International Council for the Exploration of the Seas (ICES) and World Conservation Union (IUCN) working groups</p> <p>Hold one meeting of ENCFAN</p> <p>Influence the fishing community by having a stand at Fishing 2004</p> <p>Submit evidence to Royal Commission on Environmental Pollution Inquiry</p>

3.2.3 Offshore industries

<i>Targets</i>	<p>Provide advice on about 45 Environmental Impact Assessments (EIAs), 400 EIA dispensations, 35 oil spill contingency plans, 30 dumping licences, 120 seismic applications and 30 miscellaneous items within timescales established in negotiation with customers</p> <p>By March 2004, produce new vulnerability method and atlas</p> <p>Provide high-quality, timely advice to Government, country agencies and others on a) introduced marine species, b) renewable energy sources, c) all offshore oil spills, d) shipping issues, including further development of the clean ship concept, and e) gravel extraction applications</p> <p>Provide advice to DTI to enable full Strategic Environmental Assessment (SEA) to be carried out prior to further offshore renewables licensing and SEA4 research and process to be carried out fully prior to oil and gas licensing</p>
<i>Actions</i>	<p>Manage the use of revised JNCC guidelines on seismic surveys</p> <p>Co-ordinate country agency views on marine renewables, sit on steering/assessment groups for renewables research, and where relevant provide a strategic view for terrestrial renewables</p> <p>Analyse and report on seismic survey sightings of cetaceans (subject to external funding)</p> <p>Draft paper on clean ship concept</p> <p>Transfer experience with offshore SEA to landward equivalents</p>

3.2.4 Air pollution

<i>Targets</i>	<p>Ensure that air pollution policies take nature conservation interests fully into account by providing technical advice to Government; in particular:</p> <ul style="list-style-type: none"> — contribute to revision of the UK Air Quality Strategy — respond to Government consultations on reducing ammonia emissions <p>Ensure that vulnerable habitats and species within SACs are protected from air pollution by developing and promoting robust approaches to undertaking 'appropriate assessments' under the</p>
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	Habitats Directive, in consultation with Government, statutory agencies, power generators and others Develop effective biomonitoring tools for atmospheric nitrogen, and encourage their use for assessing the effects of nitrogen on protected sites
<i>Actions</i>	Work with the environment agencies, Defra, NERC and others to identify research priorities for the statutory conservation agencies, and commission appropriate research Through the Lead Co-ordination Network, ensure a common standards approach to air pollution issues across the country agencies Hold an inter-agency workshop to raise awareness of air pollution issues within the country agencies Maintain the Air Pollution Information System (APIS) database and enhance it as necessary

3.2.5 Climate change

<i>Target</i>	In liaison with Government and statutory agencies, develop an agreed position on the changes needed to nature conservation policy and practice to mitigate, or adapt to, the impacts of climate change
<i>Actions</i>	Contribute to a multi-partner project to assess climate change effects on landscapes and ecosystems in Britain and Ireland (MONARCH phase 2) and assess the results of case studies Fund the 2 nd year of a 3-year project to assess the implications of climate change on biodiversity in the UK Overseas Territories Contribute to a 4-year multi-partner study to predict the effects of climate change on marine biodiversity in Britain and Ireland Influence the climate change research programmes of NERC, CEH, UKCIP and other relevant bodies, and sit on project steering groups where appropriate Consider the implications of climate change for delivery of nature conservation objectives on statutory sites (e.g. SSSIs and Natura 2000 sites) and across the wider environment (e.g. UK BAP)

3.2.6 Pesticides and toxic chemicals

<i>Target</i>	Ensure that policies and practice for the use of pesticides and toxic substances take nature conservation issues fully into account
<i>Actions</i>	Through the Pesticides and Toxic Chemicals Lead Agency: <ul style="list-style-type: none"> – provide technical advice to Government through participation in the Advisory Committee on Pesticides, Environmental Panel, Biocides Usage Group, Interdepartmental Group on Biocides, and Chemical Stakeholders Forum – provide responses to Government consultations on behalf of the conservation agencies – provide advice on the risks to farmland wildlife of the indirect effect of pesticides by commissioning work, jointly with Defra and industry

3.2.7 Integrated approaches to marine nature conservation

<i>Targets</i>	By March 2004, complete the Irish Sea Pilot Project and publish a final report, including conservation objectives, an assessment of how the approach contributes to sustainable development, and recommendations for changes to existing nature conservation mechanisms (legislation, enforcement and governance) By March 2004, identify nationally important marine habitats and species, as part of Defra's Review of Marine Nature Conservation
<i>Actions</i>	Contribute technical input to Defra's Review of Marine Nature Conservation, as required

3.2.8 Ecosystem management

<i>Target</i>	Facilitate application of the CBD ecosystem approach in the UK, and in particular prepare a prioritised list of costed research proposals by December 2003
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<i>Actions</i>	Through discussion with country agencies, Government and others, assess links between the CBD ecosystem approach and Article 10 of the Habitats Directive, Water Framework Directive river basin management plans, and other ecosystem-based approaches Visit an international example of landscape/ecosystem scale management, and assess how similar approaches might be applied in the UK
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3.2.9 Earth heritage conservation

<i>Targets</i>	Provide high-quality, timely advice to Government and country agencies on UK earth heritage conservation
<i>Actions</i>	Attend meetings of the Geological Society's Geoconservation Commission and establish opportunities for collaborative work

3.3 Developments in 2004/05 and 2005/06

Most of this strategic theme comprises ongoing advisory work which will continue into the foreseeable future. Priorities for JNCC over the rest of the corporate plan period will probably include:

- continuing to work with the country agencies to seek environmentally beneficial reform of the Common Agricultural and Fisheries Policies;
- providing advice on offshore resource uses (including a likely increase in the requirement for advice on renewable energy sources);
- improving our understanding of the potential impacts of climate change and developing robust adaptation/mitigation strategies for nature conservation;
- promoting the application of ecosystem-based management approaches in the UK.

4. Developing common standards for nature conservation and co-ordinating UK approaches

4.1 Drivers of JNCC's work

The main drivers of our work are:

- The UK Biodiversity Action Plan
- The Wildlife and Countryside Act 1981
- Government's headline indicators of sustainable development

4.2 Aims, targets and actions

Our overall aims are:

- to provide effective UK co-ordination for key nature conservation initiatives and approaches, where this adds value to the work of the country agencies
- to establish and maintain common standards for nature conservation across the UK
- to disseminate knowledge about good practice in nature conservation

4.2.1 UK Biodiversity Action Plan (UK BAP)	
<i>Targets</i>	Finalise a process for 2005 BAP reporting Develop and agree a process for reviewing BAP priority species, building on the pilot work on birds and higher plants, and using results from the species status assessment project Deliver UK information to support UK BAP implementation by country biodiversity groups and HAP/SAP steering groups Use information from the 2002 BAP reporting round and the NBN to assess progress towards UK BAP targets
<i>Actions</i>	Support the work of the Biodiversity Action and Information Group (BAIG) Ensure that UK BAP actions contribute to implementation strategies for the CBD

4.2.2 Habitat Action Plans (HAPs)	
<i>Targets</i>	Assist the delivery of HAP targets by co-ordinating aspects of HAP implementation where there is a clear JNCC role (<i>needs further discussion with HAP steering groups</i>) By June 2003, publish an interpretation manual for BAP broad and priority habitats
<i>Actions</i>	Contribute to the work of HAP steering groups by attending meetings and helping to deliver agreed actions, and through the relevant Lead Co-ordination Networks provide the chair and secretariat for the Lowland Grasslands and Uplands HAP umbrella groups Facilitate collaborative working by HAP steering groups and effective delivery of cross-cutting actions

4.2.3 Biodiversity research	
<i>Targets</i>	In partnership with Defra, promote and enable biodiversity research which supports the delivery of UK BAP objectives; in particular: — by July 2003 produce an updated web-based research projects catalogue, and by March

	<p>2004 produce a web-based research requirements catalogue</p> <ul style="list-style-type: none"> — by October 2003, establish and support a 'responsive mode' programme for commissioning biodiversity research projects — by March 2004, refine two of the six cross-cutting research programmes identified by the Biodiversity Research Working Group (BRWG), by adding detail, prioritising research requirements and identifying important gaps
<i>Actions</i>	<p>Provide secretariat support for two meetings of the BRWG</p> <p>Identify opportunities for funding and, where appropriate, collaboration, and support research commissioning bodies in developing proposals and specifications</p> <p>Broker research funding partnerships between government departments, agencies, research councils, the voluntary sector and industry, nationally and internationally, as appropriate</p> <p>Support liaison with related national and international bodies and initiatives including the European Platform on Biodiversity Research Strategy and the European Commission</p> <p>Facilitate cost-effective dissemination of research outcomes to conservation practitioners in a targeted manner</p>

4.2.4 Biodiversity indicators

<i>Targets</i>	<p>Develop standards for the selection of biodiversity indicators and agree with key partners</p> <p>Provide advice to Government regarding the development of national and international biodiversity indicators</p>
<i>Actions</i>	<p>Support the indicators work of the new Biodiversity Action and Information Group and its Indicators Forum</p> <p>Maintain and communicate an overview of the development of key European biodiversity indicators, and contribute to consultations</p> <p>Keep track of intersessional work by the CBD on indicators and monitoring</p>

4.2.5 Species status assessment

<i>Targets</i>	<p>Produce Red Lists for lichens and Aculeates (bees, wasps and ants) and disseminate through the JNCC website and as publications</p> <p>By December 2003, prepare a summary report assessing the benefits of reviewing and reporting species status at national, regional and European scales</p>
<i>Actions</i>	<p>Liaise with other relevant initiatives in this area, including the forthcoming review of UK BAP priority species</p>

4.2.6 Co-ordination of UK nature conservation policy and practice

<i>Targets</i>	<p>Ensure that birds are protected during any prolonged period of cold winter weather that meets the agreed criteria for the imposition of a Severe Weather Order</p> <p>Prepare a response to the Defra Review of Non-native Species Policy</p>
<i>Actions</i>	<p>Liaise with Government, statutory agencies, NGOs and shooting organisations to ensure that the agreed system for assessing weather conditions alerts these bodies to the onset of cold weather conditions likely to trigger a Severe Weather Order</p> <p>Manage contract with Meteorological Office to ensure delivery of weather data from selected stations</p>

4.2.7 Common standards for selection of SSSIs

<i>Target</i>	<p>By March 2004, publish updated SSSI selection guidelines for intertidal and lagoon habitats (based on the latest version of the marine biotope classification) (<i>scope of work on SSSI selection guidelines</i>)</p>
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	<i>needs further discussion with country agencies)</i>
<i>Actions</i>	-

4.2.8 Advice on habitat conservation

<i>Targets</i>	Publish an <i>Illustrated Guide to British Upland Vegetation</i> , containing summary descriptions and distribution maps of all upland vegetation types <i>(other targets to be agreed following discussions with Lead Co-ordination Networks and other inter-agency groups)</i>
<i>Actions</i>	Manage six Lead Co-ordination Networks covering freshwater, uplands, coastal, lowland grasslands, woodlands and lowland wetlands Co-ordinate the work of the Lowland Heathland Lead Agency Contribute to the work of the Urban Inter-Agency Working Group

4.3 Developments in 2004/05 and 2005/06

Priorities for JNCC over the rest of the corporate plan period will probably include:

- continuing support for implementation of the UK BAP
- placing UK standards (e.g. for habitat classifications and species status assessments) within a European context
- advising Government on long-term objectives for nature conservation in the UK

5. Assessing the status of UK biodiversity and earth heritage

5.1 Drivers of JNCC's work

The main drivers of our work are:

- Reporting obligations of MEAs, European directives and UK BAP
- Assessing progress against Defra's PSA targets:
 - Reversing the long-term decline in the number of farmland birds by 2020, as measured annually against underlying trends
 - Bringing into favourable condition by 2010 95% of all nationally important wildlife sites
 - Promote sustainable development across Government and the country as a whole as measured by achieving positive trends in the Government's headline indicators of sustainable development; relevant headline indicators include:
 - reducing greenhouse gas emissions
 - reducing air pollution and improving air quality
 - improving river quality
 - reversing long-term declines in populations of farmland and woodland birds

5.2 Aims, targets and actions

Our overall aims are:

- to obtain an overview of the status of UK biodiversity, both within protected sites and in the wider environment
- to place UK monitoring and surveillance data within a European and international context

5.2.1 Habitat surveillance	
<i>Targets</i>	<p>By September 2003, complete further analysis of Countryside Survey 2000 data to elucidate key changes in habitat and quality in the UK during 1990s (through a multi-partner contract with CEH), and assess the implications for nature conservation policy and practice</p> <p>By March 2004, agree with key partners a costed action plan to develop a framework and standards for the surveillance and monitoring of terrestrial, freshwater and coastal Annex I and BAP priority habitats</p>
<i>Actions</i>	<p>Provide expert input to the development of the next UK-wide Countryside Survey to ensure that it adequately covers the interests of the statutory conservation agencies</p> <p>Work with the country agencies and other relevant organisations to develop common standards for habitat inventories</p> <p>Contribute to English Nature/Defra project to assess the condition and extent of lowland grasslands</p> <p>Assess how data from Countryside Survey 2000 can be used to provide information on the extent and condition of BAP priority habitats and Habitats Directive Annex I types</p> <p>Begin to develop an integrated UK-wide wetland inventory</p> <p>Produce guidance on monitoring methodologies for coastal cliffs</p>
5.2.2 Marine habitat surveillance	
<i>Target</i>	By March 2004, develop a comprehensive and fully costed programme for the surveillance of marine priority habitats, and agree this with key partners
<i>Actions</i>	Organise a formal link with the National Marine Monitoring Programme to make its data available via the NBN

	<p>Establish generic procedures for making marine surveillance data available via the NBN</p> <p>Seek to gain influence on existing marine surveillance programmes to make their products compatible with the requirements of JNCC and the country agencies</p> <p>By September 2003, complete a field-based pilot study to assess the feasibility of establishing a marine surveillance programme</p>
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5.2.3 Seabed habitat mapping

<i>Target</i>	Compile a map of seabed habitats within inshore UK waters, using SAC data and Marine Nature Conservation Review (MNCR) maps
<i>Actions</i>	<p>Continue to acquire seabed habitat data, particularly for Habitats Directive, OSPAR and BAP listed habitats</p> <p>Work towards a common interpretation of available habitat mapping data (particularly SAC data and maps from MNCR)</p> <p>Contribute to ICES activities on marine habitat mapping, especially promotion of best practice and common standards</p> <p>Encourage the development of UK mapping initiatives, as a contribution to the Government Marine Stewardship Report and OSPAR requirements</p>

5.2.4 Bird surveillance

<i>Targets</i>	<p>Through the contract with the British Trust for Ornithology (BTO), produce outputs from the Breeding Bird Survey, national ringing programme, bird survival and movement, alerts and population assessment, breeding performance and productivity, Wetland Bird Survey (WeBS) low tide counts, special surveys and environmental change prediction</p> <p>Through the contract with the Wildfowl and Wetlands Trust (WWT), produce reports from the Integrated Waterbird Database on the Wetland Bird Survey and reports on the monitoring of specific geese</p> <p>Through the contract with the Rare Breeding Birds Panel (RBBP) produce an annual report on rare breeding birds</p>
<i>Actions</i>	Manage existing partnerships and contracts with BTO, WWT, RBBP and Wetlands International, and negotiate new contracts with BTO and WWT

5.2.5 Mammal surveillance

<i>Targets</i>	<p>Prepare and publish the first overview report for the UK mammal surveillance programme (Tracking Mammals)</p> <p>Through a contract with the Bat Conservation Trust, deliver an annual report on the abundance of eight bat species</p> <p>Through an agreement with the Game Conservancy Trust, deliver a report on the abundance of mammals recorded by the National Game Bag Census</p>
<i>Actions</i>	<p>Assess progress with the mammals on roads project via steering group and progress reports</p> <p>Manage the Winter Transect and Sign project, following renegotiation of the existing contract</p>

5.2.6 Seabird and cetacean surveillance

<i>Targets</i>	<p>Report on seabird population trends on annual and 15-year cycles</p> <p>By September 2003, produce annual seaduck monitoring report</p> <p>By July 2003, publish Seabird 2000 book</p> <p>By July 2003, publish Cetaceans Atlas</p>
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<i>Actions</i>	<p>Continue annual and triennial monitoring of important seabirds, including those on Annex I of the Birds Directive</p> <p>Contribute to international seabird conservation initiatives, including FC, CBIRD, ICES, ESAS</p> <p>Contribute to developments in research examining the effects of windfarms on seabirds</p> <p>Continue to work with the country agencies to develop monitoring protocols for seabirds and mammals within marine Natura 2000 sites</p>
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5.2.7 Butterfly and moth surveillance

<i>Targets</i>	<p>Produce annual indices on butterfly species covered by the Butterfly Monitoring Scheme (BMS) and increase content of the BMS web pages</p> <p>Deliver annual BMS report to recorders, containing an annual overview of each species, long-term trends for species, and any significant events and findings from the scheme during the past year</p> <p>In partnership with Butterfly Conservation, produce a summary report on the results of moth recording via the existing network</p>
<i>Actions</i>	<p>Continue discussions with Butterfly Conservation on strengthening the coverage of butterfly surveillance</p> <p>Work with Butterfly Conservation and other partners to scope future moth recording and surveillance in the UK</p>

5.2.8 Plant surveillance

<i>Targets</i>	<p>Develop a single access point for threatened bryophyte data</p> <p>Develop a rare plants information unit within the Botanical Society of the British Isles (BSBI)</p>
<i>Actions</i>	<p>Deliver the rare plants component of Atlas 2000 and the Threatened Plants Database (TPDB) through NBN as a single product</p> <p>Develop an integrated solution to the future management and update of the TPDB and the rare plant component of Atlas 2000</p>

5.2.9 Biological Records Centre (BRC)

<i>Targets</i>	<p>Ensure delivery of agreed BRC datasets via the NBN Gateway</p> <p>Agree suite of atlas and other publications from work of BRC schemes</p> <p><i>(outputs to be agreed following further discussion with BRC)</i></p>
<i>Actions</i>	<p>Work with the BRC Management Advisory Group to set the overview, context and strategic direction of BRC</p> <p>Begin the process of negotiating a new six-year contract with BRC</p>

5.2.10 Common standards monitoring for designated sites

<i>Targets</i>	<p>Develop a system for monitoring habitat, species and earth heritage interest features on SSSIs, SACs, SPAs and Ramsar sites, in close collaboration with the country agencies and other organisations; in particular:</p> <ul style="list-style-type: none"> — by May 2003, ensure that guidance for monitoring habitat, species and earth heritage interest features on designated sites is made available to country agencies and other organisations through the JNCC website — by September 2003, produce an interim report summarising available site monitoring results for the UK — by December 2003, agree a comprehensive quality assurance programme for designated site monitoring, ready for implementation from 2004 onwards
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	— by March 2004, revise all monitoring guidance in light of use during the 2003 field season, paying particular attention to marine habitats and problematic species groups such as lower plants and invertebrates
<i>Actions</i>	Support the work of the UK Inter-Agency Monitoring Group and 14 specialist inter-agency groups Further develop reporting procedures in light of experiences gained in undertaking the first interim report Finalise considerations on how to undertake the recording of activities and measures ready for implementation in the 2004 field season Contribute to field testing of monitoring guidance during the 2003 field season

5.2.11 Monitoring pollutant levels in birds

<i>Target</i>	Produce a report summarising levels of pollutants in birds analysed during 2002/03
<i>Action</i>	Manage contract with CEH

5.3 Developments in 2004/05 and 2005/06

A significant proportion of JNCC's resources are allocated to long-term monitoring and surveillance of UK biodiversity and earth heritage. Over the next few years, existing schemes will generally be maintained, and where appropriate, targeted development of new schemes will be undertaken (if sufficient funds are available).

In addition to maintaining existing programmes, priorities for JNCC will probably include:

- continuing to develop a framework for the surveillance of terrestrial, freshwater and coastal Annex I and BAP priority habitats;
- developing a marine habitat surveillance programme;
- promoting a more systematic approach to species surveillance, and piloting new survey programmes (e.g. for fish and additional invertebrate groups) if this is considered to be a priority;
- forging closer links with European surveillance and monitoring programmes so that the status of UK biodiversity can be placed in a wider international context.

6. Making nature conservation information accessible

6.1 Drivers of JNCC's work

The main drivers of our work are:

- Reporting obligations of MEAs, European directives and UK BAP
- Modernising Government targets for electronic records management

6.2. Aims, targets and actions

Our overall aims are:

- to provide a greater quantity and quality of biodiversity information to support decision-making processes undertaken by Government, country agencies and others
- to make biodiversity reporting more information-based
- to provide information to measure progress towards biodiversity targets
- to make UK biodiversity information available to all those that need it

6.2.1 NBN development	
<i>Targets</i>	<p>Enhance the NBN Gateway so that new surveillance data can be efficiently added incrementally as they are processed and validated, and apply the enhancement so that four surveillance schemes, a BAP lead partner and a local records centre are supplying data in this way</p> <p>Enhance the Gateway so that errors in data identified through use, or through organised validation by schemes, can be collected and passed back to the manager of the relevant data set</p> <p>Establish a performance specification for the Gateway taking into account the likely volume of information growth and estimates of usage by JNCC priority audiences over the next three years, and provide costed options for meeting this</p> <p>Contribute to the development of the NBN Trust's business and work plans so that they facilitate network development effectively, and contribute expertise to the audit and financial management functions of the Trust</p> <p>Develop a single project plan and technical architecture to meet the funded objectives identified by the NBN Gateway Steering Group partners</p> <p>Provide a targeted service aiding voluntary sector use of the NBN Gateway that leads to growth in content relevant to nature conservation (repayment work)</p>
<i>Actions</i>	<p>Provide a technical planning service to the NBN Gateway Steering Group</p> <p>Provide technical project management of work carried out by CEH, JNCC staff, contractors and steering group partner staff involved in Gateway development</p> <p>Provide advice to country agencies, Forestry Commission and Environment Agency on ways in which they can meet their access objectives and information-use objectives through use or enhancement of NBN solutions</p> <p>Manage the migration of the Gateway to a higher performance database</p>

6.2.2 Adding data to the NBN	
<i>Targets</i>	<p>Enhance the web delivery of surveillance results for birds and butterflies so that they can be searched by NBN, and can be flexibly grouped by pressures, species associations and other parameters</p> <p>Convert to NBN standards and provide access to JNCC habitat data sets as recommended by the</p>

	review of Lead Co-ordination Network sources (<i>target to be refined following further discussion with LCNs</i>)
<i>Actions</i>	<p>Manage small supplementary contracts to the main species surveillance contracts to help them scope automated web delivery and build up the relevant skills to enhance this long-term</p> <p>Manage contracts to convert and archive historical habitat data sets that are worth archiving, and ensure they are properly documented by working with relevant LCN members</p>

6.2.3 Recorder

<i>Targets</i>	<p>Release an improved version of Recorder 2002 that provides the capacity for recording schemes, societies and local records centres to manage very high volumes of data</p> <p>Develop a mechanism for surveillance schemes to rapidly exchange, validate and update data sets accessible via the NBN network, making optimal use of the tools they currently use to capture data</p> <p>Deliver five documented case studies of how Recorder is being used to collate, manage and validate data within national schemes and local records centres</p> <p>Provide a second line support service for Recorder users that efficiently fixes technical problems, makes small-scale enhancements to solve generic user efficiency problems and disseminates user best practice</p>
<i>Actions</i>	<p>Undertake a review of how far investment in Recorder has got in influencing the management of data in the key voluntary sector organisations it was aimed at, and assess whether it is, or is likely to get the efficiency, access benefits identified in its business case</p> <p>Input into country agency projects which are defining how each will manage their internally created biodiversity data sets</p> <p>Provide support to five local records centre and scheme reference centres, helping them implement Recorder 2002, integrate it with their other software, and help them develop data management working practices that get the maximum benefit from the new facilities Recorder provides for them</p>

6.2.4 Marine habitat information

<i>Targets</i>	<p>By March 2004, complete the transfer of all ARev Marine Nature Conservation Review (MNCR) data holdings into fully functional modern databases (including Marine Recorder, Reference Manager and species and biotope dictionaries)</p> <p>Ensure marine data held externally continues to add to national (JNCC and NBN) data holdings, particularly via country agency and MarLIN sources</p> <p>Enhance Marine Recorder by developing a basic analysis and reporting module and a basic GIS interface</p> <p>Publish MNCR summary volumes 13 and 15</p>
<i>Actions</i>	<p>Agree data management requirements for species and habitats/biotopes, including dictionaries and additional status information</p> <p>Begin to build spatial component into JNCC's marine database holdings, including broadscale raster and vector data (bathymetry, seabed sediments and nautical charts)</p>

6.2.5 State of the Seas report

<i>Targets</i>	<p>Develop national statistics on marine biodiversity</p> <p>By March 2004, complete a draft assessment of marine biodiversity in UK waters for inclusion in the Government 'State of the Seas' report</p>
<i>Actions</i>	<p>Commission reviews of the status of protected habitats and species for the UK, including an inventory of their distribution and evidence of any change in extent</p> <p>Collate information on protected sites in UK waters</p> <p>Evaluate existing marine biodiversity indicators and where necessary develop additional indicators</p>

	of the health of marine ecosystems Compile information from regulators on activities/threats in the marine environment
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6.2.6 Geological Conservation Review (GCR)

<i>Targets</i>	Publish and promote six further volumes of the GCR Series with a view to completing the project in 2004/05 By June 2003, provide web access to a database holding basic information on all GCR sites By March 2004, complete a review of site coverage in <i>ca</i> five GCR 'blocks'
<i>Actions</i>	By December 2003, formalise/update guidance for the system of adding and deleting sites from the GCR register in consultation with country agencies Modernise the GCR database and update data to meet the information needs of country agencies, JNCC and the wider geological community; disseminate/distribute the data and database to agreed audiences

6.2.7 Global Biodiversity Information Forum (GBIF)

<i>Targets</i>	Ensure that GBIF's design is flexible enough to use NBN effectively Join together the Natural History Museum's community-led network standards work for the EU-funded Biocase and ENBI initiatives, and NBN standards work, to maximise the impact of UK expertise on GBIF standards so that collections and other biodiversity data can interoperate as part of GBIF and NBN Develop a consensus on how biological conservation data sources fit within European-led initiatives to gain access to spatial data sources CDDI and INSPIRE
<i>Actions</i>	Represent UK GBIF stakeholder group position at two GBIF governing board meetings Contribute to the GBIF nodes group work programme and facilitate input of NBN and other UK expertise into GBIF interoperability (DADI) work programme Help the World Conservation Monitoring Centre (WCMC) develop a conservation use needs analysis for GBIF

6.2.8 Biodiversity reporting

<i>Targets</i>	Contribute to global initiatives to harmonise environmental reporting By March 2004, complete a pilot study (using higher plant data) demonstrating how UK monitoring and surveillance information can be integrated to produce an overview of biodiversity status and trends and to update biodiversity indicators
<i>Actions</i>	Support Defra in contributing to the United Nations Environment Programme (UNEP) work on harmonisation of biodiversity reporting Maintain and communicate an overview of EC developments towards creating a Reporting Framework Directive, and advise Defra regarding the implications as the proposals take shape

6.2.8 Records management

<i>Targets</i>	By December 2003, draw up an action plan for records management within JNCC which meets Public Records Office (PRO) and Modernising Government requirements By March 2004, implement a unified system for managing contract information within JNCC
<i>Actions</i>	Carry out internal and external consultation to identify records management requirements for JNCC Ensure appropriate archiving of old records, including transfer of records to PRO where necessary Re-evaluate the market for electronic document and record management software to see if

	implementation is cost-efficient for the JNCC
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6.2.9 Communications

<i>Targets</i>	By July 2003, produce JNCC's annual report for 2002/03 Produce three issues of <i>Nature News</i> during the course of the year
<i>Actions</i>	Provide support to launches and issue timely press releases

6.2.10 Website development

<i>Targets</i>	<p>Revise the JNCC website so that it is based on an efficient content management system that contains balanced coverage of UK-level conservation issues, and allows users to efficiently find information and advice</p> <p>Enhance the UK BAP website and the content of the NBN Gateway so that together they can handle the information required for the 2005 BAP reporting target and manage the information needed for research co-ordination</p> <p>Develop the content of the JNCC website and the CBD Clearing House Mechanism so that together they efficiently support MEA reporting, and provide access to implementation examples to other countries</p> <p>Provide a service to Defra which will add content to the CITES website within one working week of a request</p>
<i>Actions</i>	<p>Review the usage, content, and benefits of the existing intranet, compare with improvements to electronic filing within JNCC's network, and decide on its future role</p> <p>Review information sources and expertise available in two CBD thematic areas and devise information access tasks that support CBD intersessional work leaders</p>

6.3 Developments in 2004/05 and 2005/06

Priorities for JNCC over the rest of the corporate plan period will probably include:

- continued support for the NBN, including providing access to key biodiversity data sets;
- providing flexible access to GCR data (following completion of publication of the GCR series in 2003/04);
- ongoing enhancement of the JNCC and associated websites;
- initiation of a comprehensive records management system for the JNCC.

7. Supporting the JNCC's business by providing high-quality services

7.1 Drivers of JNCC's work

The main drivers of JNCC's work are:

- The Modernising Government programme and other initiatives for public sector reform
- The Quinquennial Review of JNCC

7.2. Aims, targets and actions

Our overall aims are:

- to achieve effective corporate governance and operating policies, ensuring that they reflect best practice in delivering public services
- to ensure that financial and HR management policies, practices and systems support the business needs of the JNCC and are implemented effectively
- to provide effective, efficient and environmentally sound facilities and support services for the Peterborough, Aberdeen and Brussels offices
- to provide an effective and reliable IT network, office tools, and internet link so that JNCC can create, manage and use information efficiently and share it with partners

7.2.1 Corporate governance	
<i>Targets</i>	<p>By September 2003, develop an action plan to improve JNCC's business management processes, that reflects internal and external drivers of change, and begin to implement the plan within agreed timescales</p> <p>By September 2003, complete a comprehensive assessment of JNCC's strategic position, based on the strategic themes contained in JNCC's Statement of Strategic Direction, and begin to draw up operational strategies</p> <p>By March 2004, prepare a fully costed business plan for 2004/05 and revise the corporate plan for 2003-2006 as necessary to reflect JNCC's strategy</p> <p>By September 2003, introduce a revised performance management system and trial its use within JNCC</p> <p>In March 2004 achieve a favourable response to the assurances given in the Statement of Internal Control</p>
<i>Actions</i>	<p>Hold four meetings of the Joint Committee, including a field visit in Northern Ireland in June 2003</p> <p>Undertake reporting and monitoring of the JNCC risk register to identify and anticipate risks, put in place appropriate controls and minimise the impact if risk occurs</p> <p>Liaise with the country agency internal audit teams to formulate and implement a three-year internal audit plan that is appropriate for the JNCC and corresponds to the risk register</p> <p>Support NAO in undertaking external audit of JNCC</p> <p>Hold workshops with internal and external stakeholders to develop the strategic themes contained in JNCC's Statement of Strategic Direction into operational strategies</p> <p>Meet with key customers in UK Government departments, devolved administrations, country agencies and other relevant organisations to discuss business priorities for 2004/05</p> <p>Undertake a preliminary assessment of the application of the Business Excellence Model in JNCC</p>

7.2.2 Financial management	
<i>Targets</i>	In consultation with English Nature, submit completed JNCC accounts for 2002/03 by xx 2003 (date to be agreed with English Nature) Ensure that 95% of all invoices are paid by the due date
<i>Actions</i>	Operate efficient, effective and legally-compliant financial controls and management systems Provide accurate and timely financial information to internal and external customers, including monthly grant-in-aid requisitions Monitor budgets for the whole organisation, informing management when spend is over or under that expected

7.2.3 HR management	
<i>Targets</i>	Achieve 97% of maximum staffing level through an efficient and effective recruitment programme Reduce permanent and FTA staff turnover to 10% Improve competency development areas for 90% of staff through effective training and development provision Develop a training and development strategy to underpin JNCC's operational strategy Produce a three-year human resource plan to support implementation of JNCC's operational strategy
<i>Actions</i>	Develop and deliver an annual training programme to provide an average of 3 days training per person Deliver a health and welfare service to managers in conjunction with country agencies Provide advice to managers and staff and deal with personnel casework effectively in conjunction with country agencies Manage recruitment of ca 14 staff to defined standards of service

7.2.4 Office facilities	
<i>Targets</i>	Ensure that office running costs are maintained at 2002/03 levels by making appropriate efficiency savings By September 2003 produce a three-year environmental management action plan By March 2004 reduce paper usage by 5% Meet all legal obligations relating to Health and Safety
<i>Actions</i>	Provide effective and efficient management of office services in Peterborough, Aberdeen and Brussels, including responsibility for office equipment and furniture, utilities, library, the warehouse and pool cars Review JNCC's long-term warehouse requirements Hold a greening week to raise staff awareness on the issues of environmental management at home and in the office Undertake checks and risk assessments as required, and implement relevant action to maintain a safe working environment

7.2.5 IT support	
<i>Targets</i>	Increase capacity of the JNCC network so that it can meet document and data storage needs up to 2006 (assuming current content growth rates) Upgrade 25 desktop PCs that are over four years so as to enable staff to efficiently run standard

	<p>JNCC software</p> <p>Develop a network disaster recovery plan with costed options for implementation in 2004/05</p> <p>Provide software updates to implement the GIS strategy, to provide more efficient web development tools, and improve management of the JNCC network</p> <p>Update current e-mail system so that staff store and manage all their electronic documents including e-mail in a single directory structure</p> <p>Increase capacity (bandwidth) of JNCC's internet link so that all mobile and outposted staff (including Lead Co-ordination Network staff) can access e-mail on the JNCC Network, and JNCC has capacity to host web sites internally</p>
<i>Actions</i>	<p>Replace three network servers with faster processors, more memory and large disks</p> <p>Install VPN software on pool laptops, everyday use laptops and PDA devices so that e-mail access can be provided while out of the office</p> <p>Install Exchange 2000 server in Peterborough and Aberdeen, and upgrade Outlook 2000 to Outlook XP; configure and devise a programme for influencing staff working practices to get benefits from the new software</p> <p>Increase internet link bandwidth from 256kb to 2 Mb</p>

7.2.6 Implementing the Quinquennial Review (QQR)

<i>Targets</i>	<i>To be agreed following December Committee meeting</i>
<i>Actions</i>	<i>To be agreed following December Committee meeting</i>

7.3 Developments in 2004/05 and 2005/06

During 2004/05 and 2005/06, JNCC's work will continue to be influenced by implementation of the QQR recommendations and new operational strategies, and the Government's agenda for public sector reform. Priorities are likely to include:

- considering the application of one or more quality management schemes, such as the Business Excellence Model or Investors in People;
- making changes to HR, financial and corporate governance policies and procedures, in line with the recommendations of the QQR;
- organising the JNCC so that it can deliver the revised strategy efficiently and effectively.

Annex B. Proposed budget for 2003/04 by strategic theme, and comparison with 2002/03

Strategic theme	Anticipated expenditure for 2002/03 (£k)	Proposed budget for 2003/04 (£k)
Providing advice on international nature conservation issues	225	281
Furthering nature conservation in a European context	407	467
Encouraging the sustainable use of resources	417	468
Developing common standards for nature conservation and co-ordinating UK approaches	248	267
Assessing the status of UK biodiversity and earth heritage	1,559	1,699
Making nature conservation information accessible	835	893
Supporting JNCC's business by providing high-quality services	1,499	1,635
Total	5,190	5,710

An additional £100k is included in the budget for 2002/03 to cover QQR implementation. The proposed budget for 2003/04 excludes costs associated with QQR implementation.

Annex C. Proposed projects for 2003/04 where there is flexibility in funding.

Projects are divided into three categories (A-C) of decreasing priority.

The figures given indicate the flexibility in funding for 2003/04 (not necessarily the entire project cost), comprising direct programme costs and salaries of any proposed new staff; salaries of existing staff are excluded.

Project no	Target/action	Flexibility in funding (£k)
Priority A		
2.2.4	Provide advice to Government on the identification of marine SACs and SPAs, in particular beyond 12 nm. Additional funds would allow JNCC to commission/undertake survey work to underpin site selection.	30
5.2.10	Develop a system for monitoring habitat, species and earth heritage interest features on designated sites. Additional funds would enable JNCC to a) develop and implement a comprehensive quality assurance programme for designated site monitoring, and b) produce improved monitoring guidance for problematic interest features, such as lower plants, invertebrates and marine habitats.	45
6.2.2	Funds are required to provide access (through the NBN) to major biodiversity data sets. The priorities are birds, butterflies and selected habitat data sets.	30
7.2	Additional director to enable JNCC to deliver its business more effectively, and in particular implement organisational changes associated with the strategy and QQR.	42
Priority B		
1.2.1	Maintain an overview of CBD intersessional activities of relevance to the UK, and in particular lead UK implementation of CBD decisions concerning marine ecosystems, the Global Taxonomy Initiative, alien invasive species, and the global plant strategy.	7.5
1.2.5	Plan an international earth heritage conference to be held on the Dorset coast in spring or autumn of 2004. The conference would a) support Government's obligations in relation to the World Heritage Convention and Council of Europe initiatives, and b) promote UK approaches to earth heritage conservation (e.g. GCR publication, IUCN guidelines on selection and management of important international geological sites).	21
1.2.8	Provide support to FCO and OT governments on the development and implementation of conservation initiatives and conventions in the UK Overseas Territories. Additional funds would allow JNCC to a) provide more advice on the implementation of MEAs through participation in working groups, b) provide increased support for capacity building, and c) compile an audit of seabirds in the OTs.	10.5
2.2.1	By providing high-quality technical advice, seek to influence the 6th Environmental Action Programme Thematic Strategies on Marine, Pesticides and Soils, the EC Biodiversity Strategy and the EU Sustainable Development	12.5

Project no	Target/action	Flexibility in funding (£k)
	Strategy so that they deliver nature conservation gains in the UK and across Europe. Additional funds would enable JNCC to exert greater influence over EU policies, and also to more effectively integrate the European work of JNCC with that undertaken by individual country agencies for their own countries.	
3.2.4	Provide technical advice to Government and country agencies on air pollution issues relevant to nature conservation. Additional funds would enable JNCC to undertake priority research, a) to develop effective biomonitoring tools for atmospheric nitrogen, and b) to support 'appropriate assessments' under the Habitats Directive.	6
4.2.1	Support implementation of the UK BAP. Additional funds would provide staff resources to support the work of the newly-established Biodiversity Action and Information Group (BAIG), and in particular contribute to the following activities: a) finalise a process for 2005 BAP reporting; b) develop and agree a process for reviewing BAP priority species; c) deliver UK information to support UK BAP implementation by countries and Action Plan steering groups; d) use information from the 2002 BAP reporting round and the NBN to assess progress towards UK BAP targets.	11
5.2.1	Develop a framework and standards for the surveillance and monitoring of terrestrial, freshwater and coastal Annex I and BAP priority habitats. Additional funding would allow JNCC to a) provide expert input to the development of the next UK-wide Countryside Survey to ensure that it adequately covers the interests of the statutory conservation agencies, b) assess how data from Countryside Survey 2000 can be used to provide information on the extent and condition of BAP priority habitats and Habitats Directive Annex I types, c) work with the country agencies and other relevant organisations to develop common standards for habitat inventories, and d) prepare a costed action plan for a habitat monitoring programme that would meet the reporting obligations of UK BAP and the Habitats Directive.	29
5.2.5	Co-ordinate the Winter Mammal Monitoring project. The 2-year pilot project is currently funded by Defra and comes to an end in November 2003. Defra then expect JNCC to take over the project.	30
5.2.6	Enhanced management of seabird and cetacean data sets, including providing NBN access, developing summary statistics and disseminating information to key partners. This work would support implementation of marine Natura 2000 and other marine conservation initiatives.	22.5
6.2.6	Develop robust systems to manage GCR information and make it widely available to all those concerned with the conservation of earth science sites. Additional funds would enable JNCC to provide web access to a database holding basic information on all GCR sites, and complete a review of site coverage in ca 5 GCR 'blocks'.	15
7.2.3	Increased funding for staff training and development. 2002/03 funding levels only allow an average of £350 training/year for each staff member. This is significantly less than the equivalent figure for the country agencies.	20
Priority C		

Project no	Target/action	Flexibility in funding (£k)
1.2.6	Complete a review of the impact of marine and terrestrial wind farms on nature conservation in the UK. This would feed into discussions and a possible Bern resolution on power generation and conservation in 2004/05.	5
1.2.9	Contribute to the conservation of Arctic wildlife (especially of shared migratory populations and relict species occurring in the UK) by supporting the work of Conservation of Arctic Flora & Fauna (CAFF), and in particular by participating in CAFF meetings, working groups and networks where relevant to UK interests.	5
3.2.8	Assess links between the CBD ecosystem approach and Article 10 of the Habitats Directive, Water Framework Directive river basin management plans, and other ecosystem-based approaches, and prepare a prioritised list of costed research proposals.	23
5.2.8	Complete a pilot study (using higher plant data) demonstrating how UK monitoring and surveillance information can be integrated to produce an overview of biodiversity status and trends and to update biodiversity indicators.	11
6.2.5	Complete a draft assessment of marine biodiversity in UK waters for inclusion in the Government 'State of the Seas' report, and develop national statistics on marine biodiversity.	15
7.2.1	Undertake a preliminary assessment of the application of the Business Excellence Model in JNCC.	5
7.2.5	Provide an effective and reliable IT network for JNCC. Additional funds would provide a higher capacity internet link to open up access to more staff and also to enable JNCC to host its own web content.	20