



JNCC business plan for 2014/15

This paper was provided to the Joint Committee for decision. Please refer to the minutes of the meeting for Committee's position on the paper.

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Joint Nature Conservation Committee

JNCC business plan for 2014/15

Paper by Marcus Yeo

1. Introduction

- 1.1. In November 2013 the Joint Committee discussed provisional high-level priorities and financial allocations for JNCC's 2014/15 business plan. Since the Committee meeting, more detailed operational planning has been completed and consultation has been undertaken with JNCC's key stakeholders.
- 1.2. An advanced draft of JNCC's business plan for 2014/15 is attached at Annex A.

2. Consultation

- 2.1. During February and March, the Chief Executive and/or directors met officials from Defra, devolved administrations and country conservation bodies to discuss a draft JNCC business plan for 2014/15.
- 2.2. Feedback indicated broad support for the priorities set out in the draft plan. Most stakeholders indicated a high level of satisfaction with working relationships with JNCC. Devolved administrations and their conservation bodies were especially complimentary about the efforts made by JNCC to provide tailored support for country-specific priorities. In some cases, it was suggested that JNCC could make further moves in this direction. For example, Welsh Government have said that it would be beneficial for a member of JNCC staff to be located in Wales; options are being considered by the Executive Management Board.
- 2.3. Several stakeholders noted that the priority performance measures were expressed at a high level and they wished to see more detailed information on outputs, including timescales for key deliverables. We have therefore undertaken to consult with government administrations and country conservation bodies on the milestones for each priority performance measure, before the business plan is finalised.
- 2.4. In parallel with consultation on the draft business plan we have been discussing with officials from Defra's marine directorate how to improve their understanding of our work and engage them better in making decisions about priorities (especially when priorities change in-year and decisions made in one area have implications in another). The other administrations have also expressed an interest in this.

3. Financial allocations

- 3.1. JNCC's grant-in-aid allocation for 2014/15 has been agreed by Defra and devolved ministers. There is no change from the position set out in the November 2013 Committee paper.

4. Changes since the November 2013 Committee discussion

- 4.1. The advanced draft business plan attached at Annex 1 is based on detailed operational planning undertaken within JNCC. It addresses comments made by stakeholders during consultation on an earlier draft of the plan.
- 4.2. The main changes made since the November 2013 Committee paper and the consultation draft of the business plan are summarised below.
- i. Text has been added to more clearly describe JNCC's unique role and the value we add through setting UK-wide standards, taking a long-term view, implementing cost-effective, flexible solutions, and building strong partnerships.
 - ii. Links to country priorities have been strengthened in several places.
 - iii. In response to comments made at the November Committee meeting and consultation responses, a JNCC role in co-ordinating UK bids for EU LIFE funding has been included as a priority.
 - iv. Parts of the plan have been restructured to minimise repetition and improve clarity.
 - v. Greater emphasis has been given to enhancing and/or clarifying JNCC's strategic role in some areas, e.g. advice on offshore industries and Overseas Territories.
 - vi. The number of priority performance measures (PPMs) has been reduced to ensure there is a stronger focus on the very highest priorities. For example, PPMs relating to a) improving seabed habitat maps and classification systems and b) supporting the Intergovernmental Platform on Biodiversity and Ecosystem Services (IPBES) have been dropped. We still intend to take the work forward but it will be treated as a lower priority than the work categorised as PPMs.
 - vii. As government requirements for the next stages of marine protected area identification and designation have been clarified over the last few months we have had to allocate more resource than originally planned to this area of work. As a consequence, we have scaled back some marine evidence activities.
 - viii. Milestones have been set for each PPM and are included in an annex to the business plan.

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Annex A. Joint Nature Conservation Committee (JNCC) business plan for 2014/15

Introduction

This plan sets out JNCC's priorities for 2014/15 and how we will allocate resources and promote a culture of collaborative working to achieve them. It is based upon agreed levels of funding provided by the Department of Environment, Food and Rural Affairs (Defra), the Scottish Government, the Welsh Government and the Northern Ireland Executive, and anticipated income from other sources.

The report on JNCC's Triennial Review was published in June 2013. The Review concluded that "JNCC is very much valued for its record of delivering Government environmental priorities and is generally respected by its partners and customers. The functions JNCC carries out on behalf of Government are currently necessary and it is broadly the right body for delivering those functions". This provides a strong mandate for JNCC's continuing activities.

The Review made several recommendations to improve JNCC's efficient delivery of the UK's environmental priorities in the face of future challenges. These recommendations are taken into account in this business plan.

About JNCC

JNCC is the public body that advises the UK Government and devolved administrations on UK-wide and international nature conservation. It was originally established under the Environmental Protection Act 1990 and reconstituted by the Natural Environment and Rural Communities Act 2006. JNCC is led by the Joint Committee, which brings together members from the nature conservation bodies for England, Scotland, Wales and Northern Ireland and independent members appointed by the Secretary of State for the Environment, Food and Rural Affairs under an independent Chair.

Our **vision** is that:

JNCC is recognised as a reputable provider of high-quality evidence and advice relating to UK-wide and international terrestrial and marine nature conservation, working with the country conservation bodies.

Our work contributes to maintaining and enriching biological diversity and sustaining natural systems. These provide the core services upon which humans depend, including fresh water, clean air and food. In this way they contribute to economic growth and social well-being and are integral to sustainable development.

From this perspective we derive our **mission**:

JNCC provides evidence and advice to assist the UK government and devolved administrations in developing and implementing coherent domestic and international policies on the protection of natural resources as an integral part of sustainable development. The evidence and advice covers biodiversity issues which arise in one or more country within the UK and affect the interests of the UK as a whole, in the Overseas Territories and Crown Dependencies, and, where appropriate, internationally. JNCC disseminates knowledge to foster understanding of these issues.

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Wise decisions are informed decisions. Better policy making, improved planning, innovative development and effective risk management depend on having reliable and current information on the status and trends of biodiversity as well as full cost and benefit implications. JNCC's role is to provide evidence, information and advice to enable decisions to be taken that protect natural resources and environmental systems. Our advice has a strong focus on the development and implementation of the ecosystem approach, as a mechanism for achieving integrated management of land, water and living resources. We aim to develop the knowledge base on ecosystem services, and contribute to the national debate on how understanding and valuing natural capital helps deliver sustainable development of the UK's land- and seascapes.

JNCC supports economic growth by providing advice to industry and regulators (especially in the marine environment) and more generally by making biodiversity evidence directly available to industry (e.g. to enable industry to meet EU requirements) and to government (to inform development of the policy/regulatory framework within which industry operates). JNCC's role in problem solving and evidence provision supports informed decision-making and helps to provide certainty for business.

Support is provided to the Joint Committee by a company (JNCC Support Co) set up and controlled by the Committee solely for that purpose. The company employs staff who provide scientific and technical expertise on global, European and national aspects of nature conservation, and skills in working with other organisations.

How we support government

JNCC's work contributes to the achievement of the goals of the UK Government, the Scottish Government, the Welsh Government and the Northern Ireland Executive. Our aim is to continue to be trusted by the four administrations to provide impartial advice based on robust science and evidence.

JNCC provides direct support to Defra on 'reserved' functions, including work with an international dimension and nature conservation in offshore marine waters (beyond 12 nautical miles). Direct support is also provided to the Scottish Government in relation to those responsibilities for offshore waters around Scotland that have been executively devolved. We also support the work of various other Whitehall departments, including the Department for Energy and Climate Change (DECC), the Foreign and Commonwealth Office (FCO), and the Department for International Development (DFID), where issues of nature conservation are involved.

Nature conservation within the UK is a devolved responsibility. The devolved administrations are supported in their work by the country nature conservation bodies (Natural England, Scottish Natural Heritage, Natural Resources Wales, the Northern Ireland Environment Agency and the Council for Nature Conservation and the Countryside). JNCC plays a complementary role, working in close partnership with the country nature conservation bodies. The UK Biodiversity Framework sets out a vision and priorities for UK-scale activities, shared by the four administrations, and sets the context for JNCC's work in support of the country environment/biodiversity strategies. As a UK body, we help to ensure that European and international obligations are met by acting as a science-policy interface between domestic and EU/global bodies, and providing evidence-based advice to support decision-making at appropriate levels. Similarly, where requested, we provide support and advice on biodiversity issues to the governments of the UK Overseas Territories and Crown Dependencies.

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Defra, other Whitehall departments and Natural England

JNCC will provide advice and information to Defra to support the department's responsibilities for nature conservation in England, the UK and internationally. In particular, we will contribute to Defra's priorities to grow the economy, improve the environment and safeguard animal and plant health.

JNCC will also support relevant priorities of other Whitehall departments, in particular DECC, FCO and DFID.

Support for Natural England will be focused on helping them to achieve the following objectives in their corporate plan for 2014-19:

- Terrestrial biodiversity. JNCC will support Natural England in developing a terrestrial biodiversity surveillance strategy, coordinated across the Defra network, which will deliver savings through innovation and more integrated approaches.
- Marine biodiversity. JNCC will collaborate with Natural England and others to invest in the evidence base through data collection, monitoring and research to inform the designation, condition and management of Marine Protected Areas and wider marine biodiversity.
- Evidence. JNCC will support Natural England in developing and delivering an evidence programme that reflects current and future needs and that informs the evidence work of others. This will include working within new planning and coordinating arrangements to deliver an aligned programme of evidence activity across the Defra network.

JNCC will also work closely with other organisations across the Defra network to achieve environmental priorities in a collaborative manner and will make a positive contribution to Defra's One Business programme.

Scottish Government and Scottish Natural Heritage

JNCC will work with the Scottish Government and Scottish Natural Heritage (SNH) to enhance Scotland's natural resources and help deliver the contribution that responsible management of these resources can make to increasing sustainable economic growth throughout Scotland.

JNCC's current priorities for Scotland are summarised below.

- JNCC will continue to support Scotland's interests in the delivery of UK-level biodiversity datasets through partnerships with the Biological Records Centre, the British Trust for Ornithology and others. To the fullest extent possible, we will ensure that monitoring schemes generate results for Scotland. We will work with SNH to interpreting the causes of change (such as in habitat condition and species range and abundance) and to forecast future prospects for habitats and species within Scotland.
- JNCC will work with SNH and others towards the fuller utilisation of the national Biodiversity Network, for example by improving web service functionality and trends results.
- We will engage with SNH on the forward programme of EU and international reporting obligations. A particular priority will be building the evidence base for Scotland under the Habitats and Birds Directives, towards reporting fully on all attributes by 2019.

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- JNCC will contribute towards achieving complete Annex I-EUNIS coverage of habitat mapping in Scotland, in particular by advising on the use of remote sensing.
- Providing scientific advice on the identification of marine protected areas in Scottish waters will remain a high priority for JNCC in 2014/15. We will support Marine Scotland in designating Nature Conservation MPAs in offshore waters and provide advice on the identification of possible marine Special Protection Areas and Special Conservation Areas for harbour porpoise.
- JNCC will place high priority on developing options and advice for monitoring different components of marine biodiversity to meet obligations under the Marine Strategy Framework Directive and other legislation.
- Working in close collaboration with SNH, JNCC will provide advice to Marine Scotland in the Scottish offshore zone to inform decisions on wind and marine renewables in line with Scottish Government targets.

Welsh Government and Natural Resources Wales

JNCC will continue to support the work of the Welsh Government and Natural Resources Wales (NRW) in their sustainable management of the land and seas of Wales through UK advice, standards and reporting. We will work closely with NRW and the Welsh Government and enhance collaboration by locating a JNCC staff member in a Welsh Government office in Wales.

JNCC's current priorities for Wales are summarised below.

- JNCC will continue to support the delivery of UK-level biodiversity datasets through partnerships with the Biological Records Centre, the British Trust for Ornithology and others, and will support NRW's preparation of an integrated and prioritised monitoring programme.
- JNCC will continue to develop systems, standards and tools to support access and sharing of biological records (e.g. through the NBN) and will advise Welsh Government and NRW on the development of a Welsh environmental information hub.
- JNCC will provide a view of priorities for Wales in the context of EU requirements. We will support Welsh Government in embedding the ecosystem approach and in developing policies on natural resource management and a Nature Recovery Plan.
- JNCC will provide advice to enable Welsh policies and monitoring approaches to take appropriate account of invasive non-native species.
- JNCC will support the identification of marine protected areas (MPAs) in Welsh waters by quantifying Wales' current contribution to the MPA network and informing analyses to identify any shortfalls. We will also provide technical support to improve MPA monitoring.
- JNCC will provide technical advice to support implementation of the Marine Strategy Framework Directive.

Northern Ireland Department of the Environment, Northern Ireland Environment Agency and the Council for Nature Conservation and Countryside

Support to the Northern Ireland Environment Agency (NIEA), the Department of Environment (DOE) including its the Marine Division (MD), and the Council for Nature Conservation and Countryside (CNCC) will be focused on helping them to achieve their priorities in the following areas.

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- JNCC will support NIEA and MD in producing and delivering an action plan implementing the Surveillance and Monitoring Strategy for Protected Habitats and Species and in fulfilling obligations for surveillance and reporting under the Habitats Directive. JNCC will also support NIEA and MD in fulfilling obligations for surveillance and reporting under the Marine Strategy Framework Directive.
- JNCC will assist in finalising the Northern Ireland Biodiversity Strategy and devising an associated Implementation Plan. We will advise on the concept of natural capital, in particular the economic aspect of valuing natural capital
- JNCC will explore the development of a habitat mapping project in partnership with NIEA and other partners/stakeholders.

Collaboration with Government bodies and civil society

JNCC provides advice, co-ordination and information that promotes a culture of collaborative working and joined-up approaches to the conservation of biodiversity. We work directly with a large number of other organisations in Government and in civil society. Through this collaborative approach we help to:

- achieve coherence in nature conservation policy and implementation at different geographical scales and across sectors;
- enable the country conservation bodies and others to contribute to the developing agendas around natural capital, ecosystem services and the ecosystem approach to deliver an enhanced natural environment;
- ensure the necessary coordination to achieve the successful and timely delivery of nature conservation priorities at a time of reducing resources;
- maximise returns from investments in research, monitoring and surveillance in order to provide a strong and cost-effective evidence base, including evidence on the relationships between the natural environment, society and the economy.

Examples of our approach include:

- supporting co-ordination and collaboration at a UK scale through the Joint Committee (which includes members from each of the country nature conservation bodies) and a wide range of specialist and technical groups;
- working in partnership with UK and devolved administrations and other statutory bodies to achieve shared goals in a cost-effective manner;
- supporting civil society involvement in nature conservation through partnerships with a range of third sector organisations (including the British Trust for Ornithology, Butterfly Conservation and others), and through them with thousands of volunteers, to deliver surveillance schemes that provide essential information on biodiversity status and trends across the UK;
- participating in European and wider international networks dealing with scientific and technical aspects of nature conservation to share experiences, learn from good practice outside the UK, and build partnerships;
- discussing technical issues with bodies in neighbouring Member States to ensure a joined-up approach across borders.

Strategic goals

Guided by our vision and mission, through the provision of evidence, information and advice JNCC will make a distinctive contribution to three inter-related strategic goals:

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- i. Decisions affecting the natural environment are informed by a sound UK, EU and global evidence base.
- ii. The UK government and devolved administrations meet their international obligations and achieve favourable outcomes for biodiversity in the UK, its Overseas Territories and internationally.
- iii. The UK's offshore marine waters are healthy, clean and biologically diverse.

Key considerations informing the business plan for 2014/15

The strategic direction of JNCC's work has been agreed by the Joint Committee. Priorities for 2014/15 have been identified through consultation with Defra and other Whitehall departments, the devolved administrations, the country nature conservation bodies and others. This business plan sets out the work JNCC will undertake to support UK Government and devolved administrations in meeting their national and international obligations in 2014/15.

The work programme described in this business plan has been drawn up to ensure that effort is focused on the highest priorities and to make the best use of available resources. We have aimed to:

- Meet statutory requirements and government policy priorities.
- Consolidate some of our core roles with regard to UK-scale evidence provision so that we can provide long-term, cost-effective solutions to problems across UK and wider.
- Provide evidence and associated products that can be used in many different ways at many different scales.
- Maintain and enhance collaboration with a wide range of partners to develop a more integrated and joined-up approach to dealing with environmental issues.
- Support individual country priorities within a framework of UK standards and co-ordination.
- Maintain longstanding core activities while developing new areas to meet new demands.

Over the period of the business plan JNCC will continue to be flexible and responsive to changes to policies relating to nature conservation and the associated institutional landscape in different parts of the UK, and will adjust work programmes as necessary in consultation with government sponsors.

Objectives and performance measures

JNCC's work in support of our strategic goals over the period 2012-15 is focused on six objectives. In 2014/15, our performance will be measured primarily in terms of delivering outputs of advice, information and services, described in terms of 21 priority performance measures that are set out below. Milestones for each of the priority performance measures are contained in Annex 2. The milestones will be used to assess performance during 2014/15.

Objective 1. Maintain and develop biodiversity surveillance and monitoring programmes, sufficient to achieve policy and statutory obligations cost-effectively

Biodiversity surveillance and monitoring are at the core of JNCC's purpose. The focus is on providing cost-effective evidence to meet multiple needs at various geographical scales. This

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work supports the implementation of devolved environment/biodiversity strategies and enables UK-wide and international reporting requirements to be met.

Key JNCC activities in the terrestrial environment include long-established partnerships with NGOs and others to undertake UK-wide species surveillance (including birds, mammals, butterflies and other invertebrates). In 2014/15 work will continue largely unchanged but with increased emphasis on providing evidence relating to ecosystem services and valuation. A new annual volunteer-based vegetation survey will start in 2014/15. JNCC will increase effort to promote new remote sensing technologies as a means to help countries produce better habitat maps and to help shape the next GB/UK Countryside Survey.

A long-term aim of JNCC's marine programmes is to develop a focus on determining the effectiveness of measures for achieving conservation across the whole marine environment. This can be expressed in various ways, for example as Favourable Conservation Status in terms of the Habitats Directive and Good Environmental Status in terms of the Marine Strategy Framework Directive. For several years JNCC has been leading a collaborative research and development programme to determine options for monitoring marine biodiversity in UK waters. Options for monitoring cetaceans were developed in 2013/14, and options for other elements of biodiversity will be prepared in 2014/15.

The Defra initiative on strategic alignment of its evidence functions provides JNCC with an opportunity to better align its work with the Defra network and clarify the UK-scale elements of evidence provision.

Objective 1 Priority Performance Measures

1.1 Publish updated trends and their likely causes for seabirds, breeding birds, wintering wetland birds, bats, butterflies and a range of invertebrates and finalise survey design and mode of operation for a new long-term monitoring programme for vascular plants in preparation for a major launch in the 2015 field season.

1.2 Produce methods, tools and guidance that will help countries within the UK use remote sensing data to meet mapping requirements for terrestrial habitats and ecosystem services, detect change and measure condition.

1.3 Complete advice to Governments on options for monitoring seabirds and make significant progress towards fit-for-purpose wider environment monitoring options for seabed habitats.

1.4 Develop prioritised plans for operational monitoring of marine protected sites in UK offshore waters, including testing of monitoring options.

Objective 2. Provide access to, and reporting of, information, evidence and knowledge on UK and international biodiversity and ecosystem services to support decision-making at local to international scales

JNCC has a unique role in undertaking UK co-ordination and standard setting to enable effective implementation of devolved and UK environmental objectives, with appropriate links to EU and international commitments. The UK Biodiversity Framework sets out a shared vision and priorities for UK-scale activities, in a framework jointly owned by the four countries, and identifies priority work at a UK level which will be needed to help deliver the Aichi targets under the Convention on Biological Diversity and the EU Biodiversity Strategy. Through implementing the Framework, JNCC will support country priorities:

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- In England, priorities are set by the *Biodiversity 2020* strategy which emphasises the need for well-functioning ecosystems and ecological networks.
- In Scotland, the *2020 Challenge for Scotland's Biodiversity* sets priorities for biodiversity with strong links to economic and social benefits.
- In Wales, the Welsh Government and SNH are developing approaches for an integrated approach to managing natural resource and implementing the Ecosystem Approach.
- The Northern Ireland Biodiversity Strategy is currently being reviewed and will place a strong emphasis on natural capital and ecosystem services.

JNCC has a strong track record of developing cost-effective solutions for the collation, management, analysis and dissemination of biodiversity data. We aim to provide wide access to data and information through support for the National Biodiversity Network (NBN) and the Marine Environmental Data and Information Network (MEDIN) and related initiatives. We also use evidence from multiple sources to develop products of value to other users, such as UK biodiversity indicators and marine ecosystem assessments.

The Living With Environmental Change (LWEC) programme has established an Ecosystem Task Force to develop and pilot ideas for practical application of research on the ecosystem approach and natural capital. JNCC leads this task force which provides an opportunity to align JNCC's evidence provision with practical local applications.

Objective 2 Priority Performance Measures

2.1 Support implementation of the UK Biodiversity Framework and country environment strategies within the UK, by making links with international and European commitments, and by facilitating and contributing to common country approaches and solutions.

2.2 Implement JNCC's science quality guidance.

2.3 Provide support and advice to facilitate the population and use of the National Biodiversity Network (NBN), undertake technical development of the NBN Gateway, and develop interpretation tools for the analysis of biological recording data.

2.4 Provide technical expertise and advice to Governments and the European Topic Centre for Inland, Coastal and Marine Waters on marine ecosystem assessments.

2.5 Ensure that JNCC's evidence base is well-described, classified (in terms of data security) and that priority elements are published externally to support key areas of business.

Objective 3. Provide advice to enable UK and devolved governments to meet their EU and international obligations for biodiversity and sustainable development

The UK has various commitments derived from EU environmental legislation and policy and multilateral environmental agreements. JNCC provides scientific advice to ensure that implementation within the UK takes account of international and European commitments and to enable influence in international and European negotiations.

In 2014/15 JNCC will continue to support implementation of the EU Biodiversity Strategy and the EU nature directives but with a shift in emphasis from a representational role to a coordination role. In the marine environment JNCC will continue to play a crucial role in

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advising on technical aspects of the Marine Strategy Framework Directive and supporting MSFD co-ordination within the OSPAR Convention. The emphasis will be on supporting research and development to fill gaps in the targets and indicators, advising on the reporting of the monitoring programme to the European Commission, and the development of the Programmes of Measures.

In consultation with government administrations and country conservation bodies, we will scope (and then deliver) a potential JNCC role in supporting the co-ordination of UK bids for EU funds. We will also begin to explore opportunities for seeking EU funding for specific projects, e.g. on marine protected areas.

At a global scale, JNCC will focus its efforts on a small number of priorities, particularly implementation of the Convention on Biological Diversity, the Convention on International Trade in Endangered Species and the Convention on Migratory Species. We will continue to contribute to implementation of the UK Overseas Territories Biodiversity Strategy, and will review our strategic priorities for work in the Overseas Territories in collaboration with partner organisations.

Objective 3 Priority Performance Measures

3.1 Provide coordinated input of UK expertise to the EU Biodiversity Strategy targets and other priority European issues, including the Habitats and Birds Directives, the Marine Strategy Framework Directive and the OSPAR Convention strategic plan.

3.2 Develop and advocate the use of appropriate tools and practices to support the UK's Overseas Territories and Crown Dependencies in implementing the UK Overseas Territories Biodiversity Strategy.

3.3 Provide technical input to the 12th Conference of the Parties to the Convention of Biological Diversity, the 11th Conference to the Parties of the Convention on Migratory Species and scientific meetings relating to the Convention on International Trade in Endangered Species and CMS daughter agreements, and provide advice to support the Darwin Initiative.

Objective 4. Enable UK administrations to substantially complete the UK network of well-managed marine protected areas, sufficient to meet national, EU and international requirements

In recent years, a considerable proportion of JNCC's marine effort has been directed to advising government administrations on the identification of marine protected areas (MPAs) to meet domestic, EU and international obligations. The overarching aim is to establish an ecologically coherent and well-managed network of MPAs in UK waters by 2016. JNCC has led work to identify sites in offshore waters, and has also worked closely with the country conservation bodies to support their work in inshore waters.

Substantial progress has now been made towards completing a UK MPA network, and the various strands of work are mostly well advanced. In relation to EU obligations the focus in 2014/15 will be on moving towards completing the identification on marine Special Protection Areas (SPAs) in 2015 and providing scientific advice on the identification of Special Areas of Conservation (SACs) for harbour porpoise. In relation to domestic obligations, we will continue to support the identification and designation of Marine Conservation Zones in Defra offshore waters and the designation of nature conservation MPAs in Scottish offshore

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waters. We will also provide technical support to MCZ projects in Wales and Northern Ireland.

JNCC will also continue to provide advice on the MPA network as a whole to ensure the UK meets international obligations and can report effectively.

Objective 4 Priority Performance Measures

4.1 Provide technical support to Marine Scotland in the designation of Nature Conservation MPAs in offshore waters.

4.2 Provide advice to Defra on a 2nd tranche of Marine Conservation Zones and support Defra with their public consultation in 2015.

4.3 Provide advice to Defra and devolved administrations on identifying MPAs (including support for MCZ projects in Wales and Northern Ireland) to meet obligations to create ecologically coherent networks.

4.4 Provide scientific cases, conservation objectives and advice packages for offshore potential SPA locations to contribute to identifying and where possible classifying a UK series of marine SPAs by 2015. Support the application of marine bird evidence to help country programmes contribute to the UK SPA series.

4.5 Complete JNCC processes to support Governments in the identification, (consultation and designation) of SACs for harbour porpoises by end of 2015.

Objective 5. Provide advice on marine biodiversity to enable sustainable management of the offshore environment

As identification of marine protected areas (MPAs) in UK waters progresses and the number of designated sites increases, the emphasis will shift to ensuring that sites are well managed. JNCC plays a lead role in advising on the management of offshore MPAs. We also provide advice on management of the wider marine environment, for example by advising on the development of marine plans and the conservation of cetaceans and other wide-ranging species.

A high priority in 2014/15 will be working with partners to develop effective fisheries management measures for MPAs in offshore waters. Advice on offshore industries will also remain a high priority. During 2013/14, JNCC delegated casework advice on renewables in English offshore waters to Natural England to fulfil one of the recommendations in JNCC's Triennial Review. However, JNCC retains responsibility for advising on all other industries in UK offshore waters and for advising on renewables casework in non-English offshore waters. We anticipate that the volume of casework will remain high during 2014/15. While maintaining our input to specific industry casework we will enhance our advice on strategic issues that affect the UK as a whole to facilitate and reduce casework burden in all countries.

Objective 5 Priority Performance Measures

5.1 Respond fully to requests for JNCC advice on oil and gas, aggregates and marine renewables within the agreed consultation period, and support the country nature conservation bodies in the provision of industry advice through UK coordination and science leadership.

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5.2 Provide advice on management of fisheries and draft relevant sections of EU management requests for offshore SACs, MCZs and Scottish Nature Conservation MPAs in accordance with timelines agreed with Governments.

Objective 6. Manage and develop the organisation to identify and meet changing demands and opportunities, maximise its effectiveness in achieving our strategic goals and improve operational efficiency

Good governance and effective business processes are essential prerequisites for a well-managed organisation.

An investment in corporate services has been planned for 2014/15 to secure longer-term gains in efficiency and effectiveness. Our aim is to move towards a more resilient, efficient and effective service by preparing for a possible transition to shared services at some stage in the future. We will maintain close links with Defra's One Business programme and other shared service initiatives and will take advantage of beneficial opportunities as they arise.

We will review our organisational structure to improve cohesion across JNCC following a period of rapid growth in marine work and declines elsewhere. We aim to put a structure in place that will enable us to respond effectively to rapidly changing agendas, allocate sufficient senior staff capacity to priority work areas, maintain the core capabilities of the organisation, and ensure that overall costs are affordable.

Objective 6 Priority Performance Measures

6.1 Review and implement an organisational design for 2015/16 and beyond, with the aim of enabling JNCC to maintain and deploy the critical capabilities needed to deliver JNCC's most strategically important work, whilst providing excellent value for money to stakeholders.

6.2 Implement a new Governance and Corporate Services strategy to improve efficiency in the delivery of routine management and admin responsibilities by aligning service provision with shared services principles and improve effectiveness in the planning, provision and management of resources.

Resources

JNCC receives the majority of its funding from Defra and the devolved administrations as grant-in-aid (GIA). For 2014/15 onwards, JNCC's sponsors have agreed changes to JNCC's funding arrangements which address one of the key conclusions of the Triennial Review of JNCC.

JNCC's GIA comprises:

- i. funding provided by Defra for 'reserved' activities (work relating to territories outside GB and Northern Ireland and work in support of, or on behalf of, UK Government in contributing to international, European or regional fora);
- ii. funding provided by Defra and devolved administrations for 'UK co-ordination' activities (work which applies across the UK as a whole, including UK marine waters, e.g. development of common guidelines, standards and tools and UK-level co-ordination);

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- iii. funding provided by Defra for operational work in offshore waters (beyond 12 nautical miles);
- iv. funding provided by all administrations for governance and corporate services spend.

Additionally, JNCC receives funding from other sources for specific projects.

<i>All figures in £k</i>	2013/14	2013/14 (restated to correspond to re-defined funding streams)	2014/15
Grant-in-aid			
Defra (reserved)	1,544	1,019	919
Defra (marine) ¹	4,794	2,653	2,493
UK co-ordination	4,842	4,880	4,714
Governance and corporate services	0	2,628	2,539
Total grant-in-aid	11,180	11,180	10,665
Other income (estimated)	970	970	879
Total funding	12,150	12,150	11,544

GIA allocations for each objective and programme in 2014/15 are shown in Annex 1.

¹ Defra marine GIA allocations include funds provided to Cefas under the high-level agreement with JNCC.

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Annex 1. Allocation of funding to programmes in 2014/15, compared with an analysis of 2013/14 costs

- The marine GIA allocations for 2013/14 and 2014/15 include amounts to be provided to Cefas under the high-level agreement with JNCC.
- From 2014/15, the Marine Monitoring and Mapping Programme and Marine Protected Areas Programme have been split to form four new programmes: Marine Monitoring, Marine Protected Areas, Marine SPAs and Marine Evidence.

All figures £k	2013/14 (restated to correspond to re-defined funding streams and changes to programmes)					2014/15					
	Programme	Total GIA	UK co-ordination	Reserved	Marine	Governance and Corporate Services	Total GIA	UK co-ordination	Reserved	Marine	Governance and Corporate Services
<i>Objective 1. Maintain and develop biodiversity surveillance programmes, sufficient to achieve policy and statutory obligations cost-effectively</i>											
Surveillance and Monitoring	1,421	1,421	0	0	0	1,428	1,428	0	0	0	
Marine Monitoring	981	826	0	0	156	968	833	0	41	94	
	2,402	2,247	0	0	156	2,396	2,261	0	41	94	
<i>Objective 2. Provide access to, and reporting of, information, evidence and knowledge on UK and international biodiversity to support decision-making at local to international scales</i>											
Access to Information	746	417	38	0	291	890	412	33	0	445	
Biodiversity Information and Advice	587	455	132	0	0	653	520	116	0	17	
Marine Evidence	1,820	347	0	1,473	0	1,579	394	0	1,185	0	
Marine Ecosystem Assessment and Advice	792	442	350	0	0	746	400	346	0	0	
	3,945	1,661	520	1,473	291	3,868	1,726	495	1,185	462	
<i>Objective 3. Provide advice to enable UK and devolved governments to meet their EU and international obligations for biodiversity and sustainable development</i>											
Global Advice and Overseas Territories	417	17	400	0	0	329	10	319	0	0	
European Intelligence and Advice	248	227	21	0	0	194	176	18	0	0	
	665	244	421	0	0	523	186	337	0	0	
<i>Objective 4. Enable UK administrations to substantially complete the UK network of well-managed marine protected areas, sufficient to meet national, EU and international requirements</i>											

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All figures £k	2013/14 (restated to correspond to re-defined funding streams and changes to programmes)					2014/15					
	Programme	Total GIA	UK co-ordination	Reserved	Marine	Governance and Corporate Services	Total GIA	UK co-ordination	Reserved	Marine	Governance and Corporate Services
Marine Protected Areas	958	196	45	717	0	523	60	19	435	9	
Marine SPAs	355	300	0	55	0	222	89	0	133	0	
	1,313	496	45	772	0	745	149	19	568	9	
<i>Objective 5. Provide advice on marine biodiversity to enable sustainable management of the offshore environment</i>											
Offshore Industries Advice	275	111	18	105	41	423	113	0	243	67	
Fisheries and Species Advice	439	122	15	303	0	568	174	30	364	0	
	714	233	32	408	41	991	287	30	607	67	
<i>Objective 6. Manage and develop the organisation to identify and meet changing demands and opportunities, maximise its effectiveness in achieving our strategic goals and improve operational efficiency</i>											
Governance and Corporate Services	2,141	0	0	0	2,141	2,142	105	38	92	1,907	
	2,141	0	0	0	2,141	2,142	105	38	92	1,907	
Total cost	11,180	4,880	1,019	2,653	2,628	10,665	4,714	919	2,493	2,539	

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Annex 2. Priority performance measures and milestones for 2014/15

Priority Performance Measure	Milestones				Programme
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	
Objective 1. Maintain and develop biodiversity surveillance and monitoring programmes, sufficient to achieve policy and statutory obligations cost effectively.					
1.1 Publish updated trends and their likely causes for seabirds, breeding birds, wintering wetland birds, bats, butterflies and a range of invertebrates and finalise survey design and mode of operation for a new long-term monitoring programme for vascular plants in preparation for a major launch in the 2015 field season.	<p>a) Publish trends at UK, country and regional level for all UK bat species with sufficient data, and report ecological interpretation of the trends.</p> <p>b) Provide the results of research on stratification, statistical design, and species selection to help stakeholders prepare for the new plant surveillance programme and develop with country conservation bodies a specification for contracting an operational scheme.</p>	<p>c) Provide online updates of national and regional trends for selected seabird species.</p> <p>d) Publish 1) trends of non-breeding waterbird populations together with an examination of the likely underlying drivers of trend; 2) status and trends in population size and breeding success of non-breeding goose and swan populations; 3) a national report summarising submitted records of rare breeding birds; and 4) trends in terrestrial and freshwater breeding birds.</p>	<p>e) Provide trend statistics from biological recording sources for at least 10 species, providing a provisional analysis of pattern or cause of change.</p> <p>f) Publish BirdTrends report, incorporating trend data and interpretation of results for breeding birds from the National Ringing Scheme, Constant Effort Sites, Breeding Bird Survey and Nest Record Scheme.</p> <p>g) Put contracts and agreements in place to launch the plant surveillance programme in 2015.</p>	<p>h) Publish on-line trends for selected butterfly species, including butterfly biodiversity indicator updates for England, Scotland and the UK .</p>	Surveillance and Monitoring
1.2 Produce methods, tools and guidance that will help countries within the UK use remote sensing data to meet mapping requirements for terrestrial habitats and ecosystem services, detect change and measure condition.	<p>a) Facilitate a workshop with Ordnance Survey for environment bodies to investigate how to improve the representation of land cover and use of change detection information for</p>	<p>b) Provide information on the cost and means of deploying new methods for countries and support NIEA in their implementation of a Northern Ireland habitat map</p>	<p>c) Facilitate decision making so that stakeholders in Countryside Survey can agree the nature and scale of any shared solution to meeting their individual evidence</p>	<p>d) Provide a major update covering uplands and aspects of habitat condition to the Crick Framework methods for detailed biodiversity and ecosystem service related habitat mapping.</p>	Surveillance and Monitoring

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Priority Performance Measure	Milestones				Programme
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	
	planning and managing landscape.		requirements.		
1.3 Complete advice to Governments on options for monitoring seabirds and make significant progress towards fit-for-purpose wider environment monitoring options for seabed habitats.	a) Complete cruise report from survey testing monitoring options for burrowed mud habitats at Fladen Ground pSMPA.	b) Submit draft monitoring and surveillance options for seabirds to Chief Scientists Group and Marine Biodiversity Monitoring R&D Programme Board. c) Complete survey testing seabed habitat monitoring options for sandy and coarse sediments at Dogger Bank SAC.	d) Complete addition of summer 2014 International Bottom Trawl Survey validated seabird data to Seabirds at Sea database.	e) Submit advice to Governments on options for monitoring seabirds. f) Submit draft first stage ('what to monitor') options for monitoring of deep sea habitats to Marine Biodiversity Monitoring R&D Programme Board.	Marine Monitoring Marine Evidence
1.4 Develop prioritised plans for operational monitoring of marine protected sites in UK offshore waters, including testing of monitoring options.			a) Complete survey relevant to monitoring Marine Protected Areas in Scottish waters on RV <i>Scotia</i> .	b) Submit prioritised plan for monitoring offshore Marine Protected Areas to Governments.	Marine Monitoring Marine Evidence
Objective 2. Provide access to, and reporting of, information, evidence and knowledge on UK and international biodiversity and ecosystem services to support decision-making at local to international scales.					
2.1 Support implementation of the UK Biodiversity Framework and country environment strategies within the UK, by making links with international and European commitments, and by facilitating and contributing to common country approaches and solutions.		a) Consolidate links with country strategies, reconfirm country priorities and agree common work packages for the UK Biodiversity Framework following completion of the Convention on Biological Diversity National Report.	b) Prepare second annual report to the UK Biodiversity Framework. c) Publish UK Biodiversity Indicators. d) Publish report on techniques for monitoring and measuring the flow of biomass through the UK	f) Provide report to Chief Scientists Group with recommendations for the approach to attribute nitrogen impacts on site condition and actions to address these impacts.	Biodiversity Information and Advice

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Priority Performance Measure	Milestones				Programme
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	
			<p>economy and its component countries and identify the potential for such techniques to be used as sustainability measurements or indicators of overseas impacts of biomass use.</p> <p>e) Submit recommendations of Phase 1 of the SPA Review to the Joint Committee.</p>		
2.2 Implement JNCC's science quality guidance.	a) Publish evidence quality policy and guidance notes on JNCC website; deliver staff training across organisation on generic use of policy and thematic training on specific elements of the policy.		b) Contribute to the internal audit of implementation of the evidence quality policy.	c) Review and make necessary changes to the evidence quality policy and guidance notes, and re-publish any new versions.	Biodiversity Information and Advice
2.3 Provide support and advice to facilitate the population and use of the National Biodiversity Network (NBN), undertake technical development of the NBN Gateway, and develop interpretation tools for the analysis of biological recording data.		a) Review the status and investment in technical solutions for on-line data capture and management within the broader needs of JNCC and the country conservation bodies, and develop a strategy for how this can be most efficiently and effectively taken	b) Work with users of the NBN Gateway to maximise the use of the new mechanisms to integrate data into existing systems and applications.	c) Consolidate the functionality available as part of the new NBN Gateway, in particular to allow self-service data updates and facilities to assess data quality.	Access to Information

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Priority Performance Measure	Milestones				Programme
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	
		forward.			
2.4 Provide technical expertise and advice to Governments and the European Topic Centre for Inland, Coastal and Marine Waters on marine ecosystem assessments.	a) Publish as a JNCC research report the methods and results for the assessment of structure and function of Habitats Directive Annex I Reefs and Annex I Sandbanks in UK offshore waters.	b) Publish a JNCC research report on the best use of aggregation methods in marine biodiversity assessments to enable streamlining between MSFD, OSPAR and Habitats Directive. c) Contribute to the drafting of an ETC/ICM report on marine ecosystem typology options, which can be used in marine ecosystem service assessments.	d) In collaboration with ETC/ICM partners, and staff at the European Environment Agency, draft the European Marine Baseline Assessment 2014 report.	g) Contribute expertise, as required, to support the delivery of an MCCIP Special Topic Report Card on the MSFD and MPAs. h) Identify options for undertaking assessments of features in offshore MPAs and ensure streamlining with other assessment and reporting requirements.	Marine Ecosystem Assessment and Advice
2.5 Ensure that JNCC's evidence base is well-described, classified (in terms of data security) and that priority elements are published externally to support key areas of business.		Revise organisational policies and guidance around data management and security, and develop a plan for implementation.	Determine seabird evidence needs and potential opportunities, and make recommendations for improved co-ordination of evidence activities.	Review the implementation of revised internal policies, guidance and processes and make recommendations on any further action required.	Marine Evidence Access to Information Governance and Corporate Services
Objective 3. Provide advice to enable UK and devolved governments to meet their EU and international obligations for biodiversity and sustainable development.					
3.1 Provide coordinated input of UK expertise to the EU Biodiversity Strategy targets and other priority European issues, including the Habitats and Birds Directives, the Marine Strategy Framework Directive and the OSPAR Convention strategic	a) Agree with country nature conservation bodies priority actions to strengthen the evidence base for the next round of reporting under Article 17 of the Habitats Directive and Article 12 of the Birds	e) As appropriate, provide advice to Government to enable them to respond to the public consultation on biodiversity monitoring for MSFD Article 11. Complete biodiversity reporting forms as	h) Compile a list of challenges and risks in relation to the Nature Directives, including areas of difference between UK implementation and European Commission interpretation/expectation.	k) Contribute technical advice to help Governments to develop a data strategy which supports the delivery of operational marine biodiversity indicators and assessments across all	European Intelligence and Advice

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Priority Performance Measure	Milestones				Programme
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	
plan.	<p>Directive.</p> <p>b) Assist Defra in understanding the implications of the Plant Health Regulation negotiations for the natural environment, and ensure that opportunities and risks for the natural environment are explored.</p> <p>c) Publish as JNCC research reports the results of commissioned research to develop MSFD indicators on seabirds, benthic habitats and cetaceans.</p> <p>d) Consider how JNCC could assist government and country conservation bodies to coordinate UK bids for EU LIFE funding, and set milestones for Q2, 3 and 4.</p>	<p>required by Defra.</p> <p>f) Support the MSFD Indicators Funders Group to commission research to continue the development of MSFD biodiversity indicators.</p> <p>g) Working through a UK country conservation body Task and Finish Group, agree an approach to updating the Standard Data Forms for Natura 2000 sites, and assess and inform government of the implications and risks.</p>	<p>Identify implications for government and country conservation bodies, and support countries and the UK with evidence in their response to the Commission.</p> <p>i) Contribute to OSPAR Commission compliance reporting requirements for measures adopted by the UK for the OSPAR Listed Species and Habitats by 2014.</p> <p>j) Provide advice on the development of technical specifications for MSFD biodiversity indicators based on previously published research reports.</p>	<p>reporting requirements.</p> <p>l) Provide a progress report to OSPAR's Biological Diversity Committee 2015 on the development of candidate and common indicators that are being led by JNCC on behalf the UK, including a protocol for at least one operational MSFD common biodiversity indicator for which the UK (via JNCC) is the lead country.</p> <p>m) As part of UK implementation of the MSFD, produce a noise register for the UK that manages data in a form suitable for policy implementation and development and is accessible to users.</p>	
3.2 Develop and advocate the use of appropriate tools and practices to support the UK's Overseas Territories and Crown Dependencies in implementing the UK Overseas Territories Biodiversity Strategy.	<p>a) Facilitate a South Atlantic, regional workshop to develop a medium term strategy for JNCC support for Overseas Territories conservation work in the region.</p>		<p>b) Support the Anguillan Government National Ecosystem Assessment project by co-ordinating UK and European expert input to the first phase of the project.</p>	<p>d) Manage Green Economy projects in the Turks and Caicos and Bermuda on behalf of the FCO.</p>	Global Advice and Overseas Territories

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Priority Performance Measure	Milestones				Programme
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	
			c) Agree, through discussion with partners, a framework to enable more effective collaboration between JNCC and UK-based organisations interested in the UK Overseas Territories.		
3.3 Provide technical input to the 12 th Conference of the Parties to the Convention of Biological Diversity, the 11 th Conference to the Parties of the Convention on Migratory Species and scientific meetings relating to the Convention on International Trade in Endangered Species and CMS daughter agreements, and provide advice to support the Darwin Initiative.	<p>a) Lead the UK delegation to the 27th meeting of the Animals Committee of the Convention on International Trade in Endangered Species.</p> <p>b) Contribute to the UK delegation to the 18th meeting of the Convention on Biological Diversity's Subsidiary Body on Scientific, Technical and Technological Advice.</p>	<p>c) Contribute to the UK delegation to the Scientific Council of the Convention of Migratory Species and the 65th meeting of the Standing Committee to the Convention on International Trade in Endangered Species.</p> <p>d) Contribute to the first sift of projects for the 20th round of applications to the Darwin Initiative.</p>	<p>e) Contribute to the UK delegation to the 12th Conference of the Parties to the Convention on Biological Diversity.</p> <p>f) Contribute to the UK delegation to the 12th meeting of the Technical Committee to the African-Eurasian Waterbird Agreement</p>	g) Contribute to the final sift of projects for the 20 th round of applications to the Darwin Initiative, and to its scoping and challenge awards.	Global Advice and Overseas Territories
Objective 4. Enable UK administrations to substantially complete the UK network of well-managed marine protected areas, sufficient to meet national, EU and international requirements					
4.1 Provide technical support to Marine Scotland in the designation of Nature Conservation MPAs in offshore waters.	a) Deliver to Marine Scotland the supporting documents and online information that will accompany any Nature Conservation MPA in offshore waters.		b) Complete review of advice for Marine Scotland on the adequacy of the Scottish MPA network for the protection of MPA search features following designation of nature conservation MPAs.		Marine Protected Areas

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Priority Performance Measure	Milestones				Programme
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	
4.2 Provide advice to Defra on a 2 nd tranche of Marine Conservation Zones and support Defra with their public consultation in 2015.	a) Deliver final draft advice on 2 nd tranche of MCZs to the JNCC MPA Sub-Group by mid May 2014.	b) Provide formal advice to Defra on 2 nd tranche of MCZs by early July 2014		c) Support Defra in their public consultation on 2 nd tranche of MCZs d) Provide technical support to Defra for planning 3 rd tranche of MCZs.	Marine Protected Areas
4.3 Provide advice to Defra and devolved administrations on identifying MPAs (including support for MCZ projects in Wales and Northern Ireland) to meet obligations to create ecologically coherent networks.	a) Agree a list of UK MPA Network Features with the country conservation bodies for use in future MPA network assessment and reporting.		b) Complete review of advice on the creation of a network of MPAs for Defra.		Marine Protected Areas
4.4 Provide scientific cases, conservation objectives and advice packages for offshore potential SPA locations to contribute to identifying and where possible classifying a UK series of marine SPAs by 2015. Support the application of marine bird evidence to help country programmes contribute to the UK SPA series.	a) Provide cases and advice packages for offshore pSPAs in Scottish waters to Scottish Government by end of June. b) Provide information [<i>on objectives, sensitivities, and to the extent possible, management options</i>] to help Scottish Government prepare for impact assessment of SPA proposals in April.	e) Complete external peer review and agree final publication dates of inshore evidence reports so that these are available as an evidence base for formal consultation by countries on pSPAs.	f) Subject to Scottish Government approval start consultation on offshore pSPAs in Scotland.	g) Prepare consultation responses for offshore pSPAs in Scotland. h) Complete cases and advice packages for pSPAs in offshore waters around England and Wales and agree how impact assessments will be undertaken.	Marine SPAs

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Priority Performance Measure	Milestones				Programme
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	
	<p>c) Produce non-technical summaries of inshore survey and analysis and provide advice to SNH and NE to help them undertake informal consultation on their potential SPA proposals.</p> <p>d) Confirm with NIEA and NRW the information and support they will need in order to use the completed inshore analyses in their SPA identification programmes.</p>				
4.5 Complete JNCC processes to support Governments in the identification, (consultation and designation) of SACs for harbour porpoises by end of 2015.	a) Submit harbour porpoise SAC documentation to Joint Committee.	b) Complete public consultation on draft harbour porpoise SACs.	c) Submit final harbour porpoise SAC recommendations to Governments.		Fisheries and Species Advice
Objective 5. Provide advice on marine biodiversity to enable sustainable management of the offshore environment.					
5.1 Respond fully to requests for JNCC advice on oil and gas, aggregates and marine renewables within the agreed consultation period, and support the country nature conservation bodies in the provision of industry advice through UK coordination and science leadership.	<p>a) Respond fully to 95% of requests for advice on oil and gas within the relevant consultation period.</p> <p>b) Meet all agreed deadlines for advice on aggregate licence applications.</p> <p>c) Complete formal handover of English renewables casework to</p>	<p>f) Respond fully to 95% of requests for advice on oil and gas within the relevant consultation period.</p> <p>g) Publish reports on impacts of seismic on cetaceans, compliance with JNCC guidelines and recommendations for revision of guidelines.</p> <p>h) Meet all agreed</p>	<p>j) Respond fully to 95% of requests for advice on oil and gas within the relevant consultation period.</p> <p>k) Meet all agreed deadlines for advice on aggregate licence applications.</p> <p>l) Submit Relevant Representation to PINS for Rhiannon offshore</p>	<p>m) Respond fully to 95% of requests for advice on oil and gas within the relevant consultation period.</p> <p>n) Meet all agreed deadlines for advice on aggregate licence applications.</p> <p>o) Participate in PINS examination process for Rhiannon offshore wind</p>	Offshore Industries Advice

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Priority Performance Measure	Milestones				Programme
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	
	<p>Natural England and establish post-delegation working arrangements to ensure NE has access to JNCC expertise.</p> <p>d) Respond to consultation on draft Environmental Statement for Rhiannon offshore wind farm.</p> <p>e) Develop work programme for strategic advice on offshore industries and set milestones for Q2, 3 and 4.</p>	<p>deadlines for advice on aggregate licence applications.</p> <p>i) Engage in the establishment by Marine Scotland of post-consent work programmes for east coast wind farms.</p>	<p>wind farm.</p>	<p>farm.</p> <p>p) Review post-delegation working arrangements with Natural England and revise as appropriate.</p>	
<p>5.2 Provide advice on management of fisheries and draft relevant sections of EU management requests for offshore SACs, MCZs and Scottish Nature Conservation MPAs in accordance with timelines agreed with Governments.</p>	<p>a) Submit fisheries management options papers to Government for all offshore SACs and MCZs.</p>	<p>b) Hold stakeholder fisheries management workshops for all offshore SACs, Scottish Nature Conservation MPAs and MCZs.</p>	<p>c) Complete JNCC input to CFP fisheries management requests.</p>		<p>Fisheries and Species Advice</p>
<p>Objective 6 Manage and develop the organisation to identify and meet changing demands and opportunities</p>					
<p>6.1 Review and implement an organisational design for 2015/16 and beyond, with the aim of enabling JNCC to maintain and deploy the critical capabilities needed to deliver</p>	<p>a) Define problems with current organisational design and produce design criteria.</p>	<p>b) Develop and evaluate options and agree any changes to be made to organisational structure.</p>		<p>c) Conclude consultation and implementation.</p>	<p>Governance and Corporate Services</p>

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Priority Performance Measure	Milestones				Programme
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	
JNCC's most strategically important work, whilst providing excellent value for money to stakeholders.					
6.2 Implement a new Governance and Corporate Services strategy to improve efficiency in the delivery of routine management and admin responsibilities by aligning service provision with shared services principles and improve effectiveness in the planning, provision and management of resources.	a) Put in place implementation plan and associated resources.			b) Undertake initial evaluation of the effectiveness of business partnering approach and first streamlining changes.	Governance and Corporate Services