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JNCC SUPPORT CO.
BOARD OF DIRECTORS

THIRD QUARTER MONITORING REPORT 2005/06

Paper by David Burton and Tim Sewter

1. Introduction

- 1.1 The following report provides information on progress against targets and on the financial position of the JNCC Support Co. for the period to 31st December 2005. In addition, Programme Leaders have estimated the likely outturn at year-end.
- 1.2 The financial figures reported for the year to December again demonstrate an underspend against budget. In contrast to the second quarter, however, the returns received for the third quarter suggest that this may also remain the case at the year end. With this in mind, the Executive Management Board (EMB) has taken action to put in place contingency plans to ensure that the Grant-In-Aid (GIA) for 2005/06 is fully utilised.
- 1.3 Performance against the programme milestones agreed in the corporate plan are progressing well with the majority achieving a performance rating which suggests that the programme targets will be achieved. Indeed, only six milestones scored below this mark.
- 1.4 The Board is asked to note this report and the attached tables.

2. Finance

- 2.1 The following section provides information on the financial position of the JNCC Support Co. for the third quarter of the financial year 2005/06, covering the period to 31st December 2005. The reports show the spend and income against budget for the nine months to 31st December and the anticipated outturn for the year.
- 2.2 Financial performance is illustrated by the following tables:

Table 1. Operating budget by programme – this shows net expenditure for each programme against budget for the period until 31 December 2005 and the anticipated net expenditure for the year. Of particular interest to Board members is the right hand column which shows the anticipated net expenditure for the year.

Table 2. Major adjustments to budgets – this shows the major variances between the estimated annual figures as at the end of Quarter 3 against those predicted at the end of Quarter 2.

Table 3. Operating budget by Parliamentary Head – this shows the gross expenditure and income, analysed across Parliamentary Heads, for the period until 31st December 2005 and the anticipated net expenditure for the year.

- 2.3 For the period up to 31st December 2005 net expenditure was £4,178k, representing 62% of the original budget. This indicates that spending remains behind target for the year and this is underlined when compared to profiled net expenditure. Actual spend achieved is only 86% of the profiled spend figure of £4,859k, some £681k down on the amount predicted.
- 2.4 The picture changes slightly when committed spend is taken into account. Table 1 shows that 94% of net expenditure has been either spent or committed to at this point. This is a distortion of the true position, however, as to get an indication of the true situation expenditure and income need to be separated. Expenditure alone is actually running at 89% spent/committed, disguised by the fact that we have only so far received 66% of budgeted income, as illustrated by Table 3.
- 2.5 At this stage in the year one would feel more comfortable if the spend plus commitments figure were higher, as the remaining 11% of gross expenditure represents an amount of £918k uncommitted with only three months of the year to run.
- 2.6 The information received from Programme Leaders this quarter still suggests that they will catch up on this spend in the last quarter. The second quarter out-turn predicted a significant overspend and consequently the third quarter out-turn was undertaken with an emphasis on reining back expenditure. Programme Leaders have therefore returned funds wherever possible, the result being an overall predicted underspend of £32k. This dramatic change round is partially explained by the fact that within the budget returned, two items alone total nearly £70k. The first of these is a £30k overestimate contained within the original budget for bird surveillance, and the second a £38k reduction in anticipated service costs, in respect of Monkstone House, resulting from the change in JNCC's landlord. The above figures suggest that the concern expressed at the 2nd quarter out-turn was justified, as were it not for the unexpected developments concerning the ownership of Monkstone House, the tough stance taken by EMB on expenditure would have only just succeeded in bringing predicted annual expenditure in line with our GIA budget.
- 2.7 The 3rd quarter out-turn also revealed a substantial increase in income for the period. Table 3 shows income rising by £212k, primarily due to £112k of funding for the Aggregate Levy Fund project and over £60k of project-specific funding from Defra.
- 2.8 As mentioned above, assuming all the budget variations proposed were to be approved, the overall financial position of JNCC would show the estimated

year-end position to be approximately £32k under GIA, a reduction of £147k from the original over-allocated budget figure.

- 2.9 The findings of the third quarter out-turn exercise underline the difficulty in accurately assessing full-year expenditure for JNCC. The fact that the projected net expenditure figure has swung from what was initially an overspend of £187k at quarter 2 to an underspend of £32k in the space of three months makes it difficult to arrive at conclusions with a large degree of confidence and further suggests the need for more accurate profiling of expenditure.
- 2.10 The table below summarises the financial position. It is worth commenting on the large rise in income that has occurred over the year to date which has increased by nearly £500k. On first reflection this seems high, but the figure is accurate and can be broken down by source as follows: £48k from the country agencies, £180k from Defra, £69k of income brought forward from 2004/05, and £186k from other sources.

2005/06	Original Budget	Revised Budget Q2	Proposed Budget Q3
	£'000	£'000	£'000
Total Expenditure	7,779.2	8,059.4	8,115.7
Total Income	1,073.4	1,345.0	1,556.7
Amount to be funded by GIA	6,706.8	6,714.4	6,559.0
Anticipated GIA	6,591.0	6,591.0	6,591.0
Over-allocation against GIA	114.8	123.4	(32.0)

3. Monitoring against targets

- 3.1 The following section presents the monitoring against targets for the third quarter of the current year, i.e. 1st October to 31st December 2005. For the third quarter 2005/06 there are 63 programme targets, which are used by managers to help manage their projects.
- 3.2 Table 4 measures progress against the programme milestones as at 31st December 2005. These milestones are the agreed milestones for 2005/06 as shown in the 2005-08 Corporate Plan. Milestones are used as measures to see how well the programme is meeting its overall target and to indicate whether the programme is on target at this time. The progress against each milestone has been scored under a performance rating system using a scale from 1 to 5. The definitions of the scores are as follows:

- 5** Target completed or in advance of target
- 4** On-track at present, no apparent risk of falling behind target

- 3 Target not at risk but additional action required to either bring back on-track or avoid risk of project falling behind target in future
 - 2 Currently not on-track with a significant risk of failure – action required
 - 1 Severely behind schedule – no possibility of meeting overall target
- 3.2 The Board may wish to consider this table in relation to Table 1 which shows the financial position of the 13 programmes as at 31st December.

4. Staff complement and staff in post

- 4.1 The table below shows the position as at 31st December 2005 and includes the chairman and independent Committee members. Please note that the figures are shown in the form of Full-Time Equivalents (FTE).

JNCC Financial Report		Quarter 3 2005/06	
Complement and staff in post			
	Total	Permanent	FTA
Staff in post	109.69	100.83	8.86
Approved	117.02	103.83	13.19
Vacancies	7.33	3	4.33

Table 1

JNCC Financial Report						Quarter	3	2005/06	
Summary of Expenditure and Income Against Budget									
Year to 31 December 2005			Programme	Net expenditure to date plus commitments	(as a %age of proposed budget Q2)	Estimated Annual Figures			
YTD net expenditure	YTD budget	Variance over/(under) budget				Original budget	Revised budget Q2	Budget adjustments	Proposed budget Q3
13,415	15,750	(2,335)	Strategic vision	13,415	81%	21,000	21,000	(4,500)	16,500
677,083	808,873	(131,790)	Surveillance and monitoring	1,119,033	97%	1,182,360	1,190,860	(36,150)	1,154,710 1
32,612	87,333	(54,721)	Access to Information	104,002	84%	115,000	117,000	7,300	124,300 2
4,839	15,725	(10,886)	Policy relevant information & reporting	4,839	50%	23,500	14,600	(4,900)	9,700
5,308	39,147	(33,839)	Global advice	64,498	117%	58,315	58,315	(3,300)	55,015
81,770	137,064	(55,294)	European advice	109,554	67%	163,500	174,500	(12,000)	162,500 3
28,773	92,527	(63,753)	Standard & target setting	153,195	89%	152,600	154,100	17,087	171,187 4
77,175	181,821	(104,646)	UK advice	286,078	108%	259,811	280,411	(16,738)	263,673 5
5,020	14,625	(9,605)	Strategy for surveillance, reporting & research	9,167	59%	20,500	18,500	(3,000)	15,500
(47,385)	160,306	(207,691)	Marine mapping & area protection	82,835	43%	240,404	223,755	(33,000)	190,755 6
776	2,500	(1,724)	Overseas Territories	776	11%	14,000	14,000	(7,000)	7,000
1,243	1,500	(257)	UK's global impact	4,204	42%	20,000	20,000	(10,000)	10,000 7
423,211	617,050	(193,839)	Support services	609,011	80%	841,000	812,300	(48,223)	764,077 8
2,874,098	2,684,674	189,425	Salaries	3,614,081	100%	3,593,840	3,614,081	0	3,614,081
4,177,938	4,858,894	(680,956)	Total to be funded from GIA	6,174,687	94%	6,705,830	6,713,422	(154,424)	6,558,998
						Grant-in Aid	6,591,000	6,591,000	6,591,000
						Over/(under) GIA	114,830	122,422	(32,002)

Table 2

JNCC Financial Report		Quarter 3	2005/06
Expenditure and Income Against Budget - major variances			
1	Surveillance and monitoring	Comment	
	Net variance adverse/(favourable)	(36,150)	
	Expenditure	(23,400)	£41k returned including £30k Bird Surveillance (original budget over-estimated) and £5k for reallocated LCN costs. Expenditure also increased by £13k (therefore net decrease in expenditure = £28k) but this cancelled out by corresponding EN funding.
	Income	12,750	
2	Access to Information	Comment	
	Net variance adverse/(favourable)	7,300	
	Expenditure +/(-)	9,150	Net increased expenditure of £7k relating to additional website costs for UKBAP (£1k) and UK Nature & Landscape Office (£6k)
	Income +/(-)	1,850	
3	European advice	Comment	
	Net variance adverse/(favourable)	(12,000)	
	Expenditure	(12,000)	£13k returns due to T&S savings resulting from a number of cancelled meetings
	Income	0	
4	Standard & target setting	Comment	
	Net variance adverse/(favourable)	17,087	
	Expenditure	20,087	£22k additional spend, £9k relating to reallocation of LCN SLA costs, £5k to fund NVC user's handbook, £2k for CSM 6 Year report (further supported by virements) and £3k for diving equipment
	Income	3,000	
5	UK policy advice	Comment	
	Net variance adverse/(favourable)	(16,738)	
	Expenditure +/(-)	87,421	£112k additional expenditure re. Aggregate Levy Fund project, offset by returns due to boat surveys not carried out and MEO workshop paid for by CEFAS.
	Income +/(-)	104,159	£112k income for Aggregate Levy Fund project offset by reduced income for boat surveys

6 Marine mapping & area protection

Comment

Net variance adverse/(favourable)	(33,000)	
Expenditure +/(-)	(18,000)	£30k returned including £7k unused T&S and £17k reduction in contribution to Natura 2000 due to staff change.
Income +/(-)	15,000	£15k increase in income, £10k due to rebudgetting of SeaMap project and £5k EN income for Seabird Ecologist post

7 UK's global impact

Comment

Net variance adverse/(favourable)	(10,000)	
Expenditure	(10,000)	£10k return on Global Biodiversity Impact project, unable to spend funds this financial year
Income	0	

8 Support services

Comment

Net variance adverse/(favourable)	(48,223)	
Expenditure +/(-)	(39,223)	£55k reduction in expenditure (including £38k for service charges) offset by £16k required for NHBS cost of sales (£14k) and Xmas card costs (£2k) not included in original budget
Income +/(-)	9,000	£9k additional income for increased publication sales (£5k) and bank interest received (£4k)

Table 3

JNCC Financial Report						Quarter 3 2005/06			
Summary of Expenditure and Income Against Budget									
Year to 31 December 2005			Expenditure/ income type	Net expenditure to date plus commitments	(as a %age of proposed budget Q2)	Estimated Annual Figures			
YTD expenditure/ income	YTD budget	Variance over/(under) budget				Original budget	Revised budget Q2	Budget adjustments	Proposed budget Q3
2,944,713	2,987,276	(42,563)	Staff Costs	4,017,551	100%	3,953,310	4,017,551	14,250	4,031,801
657,232	888,217	(230,984)	Other Operating Costs	823,055	73%	1,158,206	1,223,220	(95,389)	1,127,831
77,172	105,182	(28,010)	Information and Publicity	101,569	60%	130,898	157,783	12,507	170,290
1,190,349	1,834,943	(644,595)	Conservation Support	2,256,520	82%	2,509,623	2,625,408	126,217	2,751,625
7,920	25,950	(18,030)	Capital	8,296	24%	27,200	34,200	0	34,200
4,877,387	5,841,568	(964,181)	Total Expenditure	7,206,991	89%	7,779,237	8,058,162	57,585	8,115,747
28,405	32,500	(4,095)	Sales of Publications	28,405	46%	59,000	59,000	3,000	62,000
54,123	63,750	(9,627)	Advice and other Services	54,123	42%	16,100	66,300	63,596	129,896
497,960	530,944	(32,984)	Contributions to Projects	497,960	56%	565,000	760,683	136,413	897,096
118,961	355,480	(236,520)	Other	451,816	97%	433,307	459,007	8,750	467,757
699,449	982,674	(283,226)	Total Income	1,032,304	66%	1,073,407	1,344,990	211,759	1,556,749
4,177,938	4,858,894	(680,956)	Total to be funded from GIA	6,174,687	94%	6,705,830	6,713,172	(154,174)	6,558,998
				Grant-in Aid		6,591,000	6,591,000		6,591,000
				Over/(under)GIA		114,830	122,172		(32,002)

Table 4. Progress against programme milestones as at 31 December 2005

Programme	Programme Leader	Milestone	Performance rating	Comments relating to performance
Strategic Vision	Sue McQueen	By March 2006, develop a communications strategy for the JNCC.	4	A draft relationship management strategy has been developed. Little progress on implementing the relationship management strategy because of other demands on the time of key staff.
		By October 2007, develop a framework of targets, strategies and other measures for nature conservation to a sufficient degree to enable advice to be produced for Government and other key stakeholders of what developments to the UK Biodiversity Action Plan will be needed to help achieve the vision for wildlife and natural features.		
Surveillance and monitoring	Lawrence Way	Annually, or periodically as appropriate, ensure that surveillance is undertaken in relation to breeding land and sea birds, non-breeding water birds, bats and selected other mammals, butterflies and a selected range of other threatened species.	4	Overall output from planned surveillance is delivered effectively, but some corrective action needed for several components due to changes in partnerships, and performance of other organisations.
		By 2006, produce initial frameworks for marine and terrestrial habitat surveillance, piloting how to co-ordinate, analyse, interpret and enhance existing effort to provide better support for global and European biological and geological diversity targets.	3	Marine work is providing a conceptual overview for a Defra-led initiative to co-ordinate marine surveillance of all kinds. Terrestrial habitat work is making progress on habitat inventories and evaluating sampling. We need to find ways of getting staff time focussed and accelerating this.

Programme	Programme Leader	Milestone	Performance rating	Comments relating to performance
		By 2007, ensure all status and trend measures are available flexibly via the web, and that their underpinning data and analyses are transparently accessible.	4	Target needs to define level of transparency and availability of surveillance output for use outside the surveillance schemes. Web delivery is good, flexibility of use needs more work and we need to define relationship to Wildlife Statistics output.
		Progressively, and by 2008, deliver a revised flow of annual/periodic status and trend measures for species and habitats much more closely aligned with target setting, outcome measures and advice, so that, through wildlife statistics, the surveillance is relevant to a broad range of cross-cutting policies in addition to informing species and site-based conservation.	2	There is not enough progress in our understanding of the need to drive change in the schemes and the surveillance and research strategy programme has not started so 2008 looks difficult to hit.
Access to information	Steve Wilkinson	By March 2006, review the JNCC activities that have contributed to the technical development of the NBN, and start to shift effort to the provision of a reliable and efficient information access service for stakeholders.	4	Service from NBN consolidated with shifts in responsibilities and balance of effort in the NBN Trust. First part of Recorder project review done by accessing European stakeholder status. Review of NBN completed to first phase, outputs now being taken through policy and science groups.
		By March 2006, carry out a high level review of requirements for data, across the JNCC programmes, to help identify where the future efforts in accessing data should be targeted.	3	A comprehensive approach has not yet been possible but reviews of requirements have been done to inform JNCC's needs for pressure/response information, and to inform our priorities for the development of SPIRE,. A review is underway of cost benefit of OS data, and key projects have been identified that will help determine need e.g. habitats surveillance project review of data sources relevant to status/trend information.

Programme	Programme Leader	Milestone	Performance rating	Comments relating to performance
Policy-relevant information and reporting	Paul Rose	By December 2005, develop a five-year work programme for the delivery of policy-relevant information.	3	Some progress on how to develop the marine component of the work, providing support to the vision framework and external datasets we need to buy in to help create and interpret statistics has been made but the majority of the work needs to take place in quarter 4 in parallel with the corporate planning for 2006/07. This target needs to be responsive and supportive to developments within the vision framework.
		Progressively, and by 2008, publish annual statistics on the status of UK wildlife sufficient to support all relevant policy needs.	4	A website giving access to many thousands of wildlife statistics, some created by new analytical techniques and others collated from existing sources, has been launched and is currently being consulted on.
Global Advice	Vin Fleming	By December 2005, review and prioritise the JNCC's support to MEAs.	1	Review of international biodiversity obligations and policies for inter-ministerial group on biodiversity submitted to December Committee. Peer review of the draft also largely completed. However, although significant amount of work undertaken, prioritising JNCC support to MEAs will not be undertaken until after Ministerial group consider the paper. Target in current form will not be attained and re-wording will be suggested.

Programme	Programme Leader	Milestone	Performance rating	Comments relating to performance
		By December 2005, analyse the JNCC's contribution to the global conservation of biological and geological diversity to identify areas of conservation need or significant gaps, and realign the JNCC's work accordingly.	1	This target is partly achieved through the review for the inter-ministerial group but the realignment of JNCC work will not be undertaken by target date. Target in current form will not therefore be achieved, despite significant work towards this, and re-wording will be suggested.
European Advice	Steve Gibson	Provide support for UK Presidency activities in 2005 and the 6th Ministerial Environment for Europe Conference in 2007.	5	We have met all requests for advice, and provided proactive advice at key moments, most noticeably a letter to the Secretary of State on issues of priority following her appearance before the European Parliament.
		Seek to influence, and then support Defra's response to, the European Commission Communication on biodiversity in autumn 2005, and the implementation of the PEBLDS.	4	The communication has finally become available and we are working with agency colleagues to provide both advice to Defra and a direct response to the Commission.
		By March 2006, develop a plan of engagement with UK EECCA policies, and begin implementation.	3	We are not yet in a position to complete a plan, but several strands in this and the global impacts programme are beginning to come together.
Standard and target setting	Ian McLean	By December 2005, prepare the first UK-wide Common Standards Monitoring report on the condition of designated sites.	4	Report is near final draft at present.
		By December 2006, complete publication of the Geological Conservation Review series.	2	Completion of the final GCR volumes is contingent upon delivery of some of the most problematic sections from authors; for any volumes not likely to be published by March 2007 a review will be carried in 2006 to assess the best option for delivery of the information.

Programme	Programme Leader	Milestone	Performance rating	Comments relating to performance
		By December 2006, work with the country agencies and Government to establish a coherent suite of biological and geological targets that will cover existing international obligations and deliver the vision for wildlife and natural features.	3	The completion of this work on schedule is possible, but requires some demanding and original work to bring together the diverse range of approaches that have been used by the statutory sector hitherto into a more coherent and consistent set of targets.
		By December 2007, complete a targeted revision of the selection guidelines for biological SSSIs.	3	This should be possible, but the work is at an early stage.
UK advice	Mark Tasker	By December 2006, develop guidance on implementing the ecosystem approach as a practical mechanism for achieving sustainable development .	4	CBD Ecosystem Approach sourcebook has been created and UK Clearing House Mechanism / UK Ecosystem Approach sourcebook are well under construction. Promotion of Ecosystem Approach and sustainable development issues has taken place in the UK, at a European level and with the CBD at SBSTTA 11 .
		By December 2006, develop a strategy for using socio-economic information to support nature conservation advice and the development of conservation strategies.	3	A slightly delayed recruitment of the economist post in JNCC may have slowed achievement of this programme objective.
Strategy for surveillance and monitoring	Wyn Jones	By March 2007, finalise strategies for surveillance, reporting and research following consultation with key stakeholders.	3	Draft strategy will be available for March Committee. Iteration , adoption and promotion will take place next year.
Marine Mapping and area protection	David Connor	By June 2006, develop a broadscale marine landscape map for the UK Continental Shelf.	4	Overall progress still on target despite some delays due to severe problems with data suppliers and datasets; biological data validation proving equally difficult to complete. Draft maps of both seabed and water column (latter by 4 seasons) now available; next phase is biological validation.

Programme	Programme Leader	Milestone	Performance rating	Comments relating to performance
		By June 2007, develop finer scale marine habitat maps from available and newly collected data, harmonised to key classification schemes (e.g. EUNIS), for UK waters in conjunction with adjacent countries, and establish mechanisms for their update and improvement thereafter.	4	Progressing well, but data acquisition phase has taken longer than expected leading to less data available than anticipated. Available data now provisionally translated to EUNIS classification; next phase is to convert to Annex I and OSPAR types. Web GIS dissemination facility now developed and to be made public in early 2006. Initial consideration of follow-on strategy after MESH project completed has started, including contribution to a UK resource mapping bid.
		By December 2005, identify and establish an initial network of MPAs (which may also be SACs or SPAs) to fulfil OSPAR Commission requirements, completing the series by 2010.	4	A suite of 56 coastal and inshore SACs has been identified, approved by Government and submitted to OSPAR as a first contribution to the OSPAR ecologically coherent network of well managed MPAs. Integrated process with other projects both internal and external, to identify process and additional sites for the 2010 deadline, slightly delayed due to staff changes, but on track for 2010.

Programme	Programme Leader	Milestone	Performance rating	Comments relating to performance
		<p>Recommend to Government a series of Special Areas of Conservation (SACs) in the offshore marine zone, in conjunction with parallel work by the country agencies in the inshore zone to fulfil EC Habitats Directive obligations, aiming to have completed advice on 60% of the site series by 2008.</p>	<p>3</p>	<p>First 9 offshore dSACs based on existing data advised to Government, to add to <i>ca</i> 74 existing inshore SACs. Advice on draft conservation objectives and draft management actions for these sites in hand by spring 2006. Existing funding sufficient to progress another 4 to 6 by 2008 of the total 30 offshore SACs likely to be required, leaving 15 still to be surveyed. No current resources to conduct consultations and advise on management of offshore dSACs (will need 1-2 new staff). 10-15 new inshore SACs likely by 2008. With inshore sites, 80% should be identified by 2008.</p>
		<p>Recommend to Government a series of Special Protection Areas (SPAs) in the offshore marine zone, in conjunction with parallel work by the country agencies in the inshore zone, to fulfil EC Birds Directive obligations; by December 2008, complete guidance on seaward extensions of seabird breeding colony SPAs, analyse data for at least nine inshore aggregations of non-breeding birds and progress the identification of offshore seabird aggregations.</p>	<p>3</p>	<p>Guidance on seaward extensions went to Joint Committee in December 2005 and were approved. Good progress on field surveys and analysis - inshore aggregations work on target. Funding not yet secured to take forward offshore data analysis and work on terns; additionally funding for inshore aggregations work still to be agreed with country agencies. Negotiations with Defra and agencies ongoing to secure necessary funding. Target therefore is currently at risk.</p>

Programme	Programme Leader	Milestone	Performance rating	Comments relating to performance
Nature Conservation in the Overseas Territories	Vin Fleming	By March 2006, undertake an analysis of the JNCC's current and potential role and future strategic direction in supporting nature conservation work in the Overseas Territories and Crown Dependencies, and develop a funding and influencing strategy to support this role.	2	No progress on target to date but analytical stages to be completed during February 2006 sufficiently to enable document for external consultation and possible interim Committee discussion. Development of future strategic direction will need to be postponed until FY 06-07.
UK's global impact	Tony Weighell	By March 2006, identify nature and sources of data available relating to the UK's impact on overseas biodiversity, acquire relevant datasets for JNCC use and develop procedures (including web based tools) for linking this data to biodiversity data and issues. <i>Target amended at Q2 out-turn.</i>	4	Trade and tourism data sources identified directly and through liaison with Defra. Business information sources being identified through separate external contract. Databases are being linked to biodiversity issues, again through in-house work and Defra project. Web delivery under discussion with JNCC IT support.
		By March 2006 identify, using a range of political, economic and biodiversity criteria, a set of priority countries to form the basis for analysis of biodiversity issues and the impact of UK activity during the FY 2006/07. <i>Target amended at Q2 out-turn.</i>	4	Provisional list of countries established based on relevant criteria. This to be refined during February in collaboration with Government departments and NGO contacts.
		By March 2006 establish a series of projects with internal (JNCC) and external (government and NGO) partners to link the Global Impacts Programme to other JNCC programmes/projects and to identified government department priorities. <i>Target amended at Q2 out-turn.</i>	4	External projects currently being initiated with WCMC and IUCN-UK Committee, internally with JNCC new economist and IT support. Others may be initiated before year end.

Programme	Programme Leader	Milestone	Performance rating	Comments relating to performance
Support Services	Brian Lawrence	By August 2005, ensure that all financial procedures are documented on the JNCC intranet so that the efficiency of services is improved through all staff being able to access financial procedures easily. Thereafter regularly review the procedures to ensure that they remain appropriate in changing circumstances.	3	Owing to other conflicting priorities, especially continuing work from establishing the JNCC Support Co. this target has slipped. However the process is now strongly underway and scheduled for completion by end-February 2006
		By September 2005, review the JNCC's accommodation and make recommendations in time for the rent review in January 2006.	1	The original target is inappropriate as the JNCC accommodation review cannot be concluded until after the result of the rent review is known as this may effect the options arising from the review. Target needs to be reviewed to indicate that we should await result of rent review.
		By April 2006, identify and adopt a suitable environmental indicator for the JNCC that will allow the organisation's environmental performance to be published and monitored both by its own staff, senior management and external auditors and benchmarked against similar size organisations.	4	The external report on our environmental performance has been completed and a baseline indicator established. The results from this review will be incorporated into a report for the EMB which will set out a proposed Environmental Management Action Plan. This will be produced during February. Green procurement and transport policy proposals are being developed separately but proposals for these will be also be included in the EMB report.