

JOINT NATURE CONSERVATION COMMITTEE

JNCC'S CORPORATE PLAN FOR 2007-10

Paper by Marcus Yeo and Brian Lawrence

1. Background

- 1.1 JNCC's next corporate plan will cover the period 2007-2010. A draft plan has been prepared, based on anticipated funding levels for the next three years.
- 1.2 Key features of the corporate plan are summarised in Annexes 1 and 2. A full draft of the plan is attached at Annex 3; some sections of the plan are still incomplete.

2. Overall funding position

- 2.1 The JNCC's financial settlement for 2006/07 is £6.977 million. Following agreement by Government, the majority of the JNCC's funding is provided by Defra, the Scottish Executive, the Welsh Assembly Government and the Department of Environment (Northern Ireland) according to a revised funding formula. However, a significant component is provided directly by Defra for 'reserved functions' (advice on international nature conservation and work in the marine environment beyond territorial waters).
- 2.2 Indicative allocations for 2007/08 and 2008/09 have been set by Government at £7.081 million, and the JNCC has been asked to plan on the same level of funding for 2009/10. The increase on 2006/07 is due to an enhanced contribution from Northern Ireland in line with the provisions of the Natural Environment and Rural Communities Act.
- 2.3 Discussions with Government regarding funding for 2007/08 began in October at a meeting of the JNCC sponsors group¹. It is hoped that Defra will confirm the financial settlement for 2007/08 in January. Funding for 2008/09 onwards will be informed by the Comprehensive Spending Review (CSR), which reports in 2007. However, current indications are that nature conservation is unlikely to figure as a high priority in the CSR.

3. Key features of the corporate plan

- 3.1 The JNCC's strategy was adopted by the Joint Committee in 2004 and influenced the preparation of the corporate plan for 2005-08. Over the last two years, moves have been made to align the JNCC's work more closely with the

¹ This group comprises representatives from Defra, the devolved administrations and the country agencies.

strategic priorities, e.g. increased funding for offshore marine Natura 2000, the development of a new 'Global Impacts' programme, and greater integration of economic issues into advisory work.

- 3.2 The corporate plan for 2007-10 presents an opportunity for further realignment of JNCC's work with the organisational strategy.
- 3.3 The indicative funding levels for the next three years described in section 2 present challenges for the JNCC as they take no account of unavoidable budgetary pressures, such as inflation and pay progression. Although we will continue to look for efficiencies in the way we operate, this funding scenario inevitably means that some areas of work will have to be scaled back over the corporate plan period.
- 3.4 Key features of the proposed approach include:
 - i. an increase in funding for strategic priorities, including the Overseas Territories and Global Impacts programmes, climate change, economic issues (e.g. ecosystem valuation), and nature conservation in the marine environment;
 - ii. decreased funding for work considered to be poorly aligned with the strategy, such as detailed work on standards, further development of Recorder, support for the implementation of Habitat Action Plans, and certain surveillance projects;
 - iii. efficiency savings across the full range of the JNCC's activities;
 - iv. a decrease in overall staff complement of approximately 5% over the first two years of the plan;
 - v. better links between advice programmes and the underpinning information programmes;
 - vi. use of small amounts of Government funding to lever additional resources from other sources;
 - vii. extension of all projects to cover Northern Ireland.
- 3.5 Decreasing or stopping support for certain projects is essential if resources are to be shifted into areas of high strategic priority. This will require early engagement with stakeholders and in many cases will need plans to be prepared for phased withdrawal over a period of two or more years.

4. Next steps

- 4.1 Following the December Committee meeting, further work will be undertaken to finalise the corporate plan. This will focus on refining the performance targets and agreeing the distribution of staff resources across the 14 programmes. We will also take the opportunity to discuss the draft plans with

Defra and the devolved administrations before the final version of the corporate plan is signed off by the Committee at its March 2007 meeting.

Annex 1. Overview of JNCC programmes over the corporate plan period

Strategic Vision

The priority will be to develop the Framework for UK Nature Conservation through further discussion with a range of stakeholders. Particular attention will be paid to specifying desired long-term outcomes for biodiversity and geodiversity and considering how the Framework might be applied to the Overseas Territories and developing countries.

Global Advice

Over the plan period, the JNCC will continue to provide support to Government in implementing Multilateral Environmental Agreements (MEAs) and in meeting obligations arising from the World Summit on Sustainable Development. Work will be realigned so that resources are focused on priority issues, following reviews in 2006/07 of the drivers of global biodiversity loss and of the JNCC's support for MEAs.

Overseas Territories

Resources for this programme will increase significantly over the next three years (both from grant in aid and other sources), in line with the JNCC's strategy and reflecting the importance of the Overseas Territories for global conservation of biological and geological diversity. Priorities will include work on invasive alien species, ecosystem services valuation, application of the Ecosystem Approach and implementation of the Agreement on the Conservation of Albatrosses and Petrels.

UK's Global Impact

This programme will focus on developing a web-based tool containing national biodiversity data for priority countries and preparing advice to Government on specific issues, such as the impact on global biodiversity of biomass for energy and certain fishery and agricultural commodities. The proposed increase in resources reflects the strategic importance of the programme.

European Advice

Over the next three years, the aim is to focus and enhance the quality of the JNCC's advice to Government and others, so that the UK can make an appropriate contribution to achieving the EU commitment to halt biodiversity loss by 2010. Working with the country agencies and others, the JNCC will aim to influence the development and implementation of biodiversity and environmental policies and also seek to integrate environmental concerns into other sectoral policies. The UK Nature and Landscape Office in Brussels will play a key role in supporting these activities.

The next three programmes previously formed the UK Advice programme. However, this was a large programme that conflated a number of rather disparate work areas. It was therefore decided to split it into three new programmes.

Environmental Pressures

This is a new programme that aims to provide advice on halting or mitigating adverse impacts on biological and geological diversity resulting from human activities. Priorities over the plan period include advising on climate change (especially adaptation), implementation of the ecosystem approach and the use of environmental economics in ecosystem valuation. While additional resources will be required for these areas, funding for other issues, such as GMOs, is likely to decrease.

Conservation Advice

This new programme will contribute to the development of UK nature conservation strategies in both the terrestrial and freshwater environments, and provide a means of rapid dissemination of UK nature conservation advice. A priority will be to formulate the JNCC's approach to nature conservation at the ecosystem/landscape scale. Total funding will decline over the plan period, primarily through reduced support for the implementation of Habitat Action Plans.

Marine Management Advice

The priorities within this programme are to achieve sustainable fisheries within the context of the EU Common Fisheries Policy, to meet the increasing demand for advice to industry and their regulators on oil and gas activities, marine renewables and aggregate extraction, and to undertake consultation with the users and managers of marine Natura 2000 sites. Funding will increase over the plan period, primarily from non-grant in aid sources.

Marine Mapping and Area Protection

Identification of offshore Natura 2000 sites will continue to be a high priority over the next three years but the speed at which this work is progressed will depend on the level of additional funding made available by Government. The focus will gradually change from site selection to management advice. Following completion of the Mapping European Seabed Habitats (MESH) and UKSeaMap projects, the priorities will be to plug holes in the maps and promote their use as part of marine spatial planning.

Standard and Target Setting

Funding for this programme will decrease significantly over the corporate plan period, as the JNCC assumes a more strategic role, rather than undertaking detailed work on standards and targets. Savings will be found by reducing support for various areas of work, probably including the Geological Conservation Review (following completion of the publication programme), habitat classifications and Common Standards Monitoring. Work will begin to review the wide range of existing UK targets for nature conservation.

Surveillance and Monitoring

The intention is to gradually rebalance effort within this programme over the next few years – reducing support for some areas so that funds can be directed to filling gaps in the surveillance strategy (e.g. habitats, marine environment, plants and fish). Reducing support for long-established surveillance programmes will need careful management of stakeholder relationships. Stronger links will be made between surveillance data and policy advice.

Access to Information

The focus of this programme will be on populating the National Biodiversity Network with a critical mass of data that can then be used to assess the status and trends of species at a UK level and interpret any changes in relation to the various pressures acting on the environment. Additional resources in this area will be offset by reduced funding for the Recorder software. Refreshing the JNCC's website will also be a priority.

Policy-relevant Information and Reporting

This programme will focus on supporting the JNCC's role in providing evidence-based policy advice. Priorities over the plan period will include updating the UK Nature Barometer (launched in 2006), facilitating the use of policy-relevant information within the UK

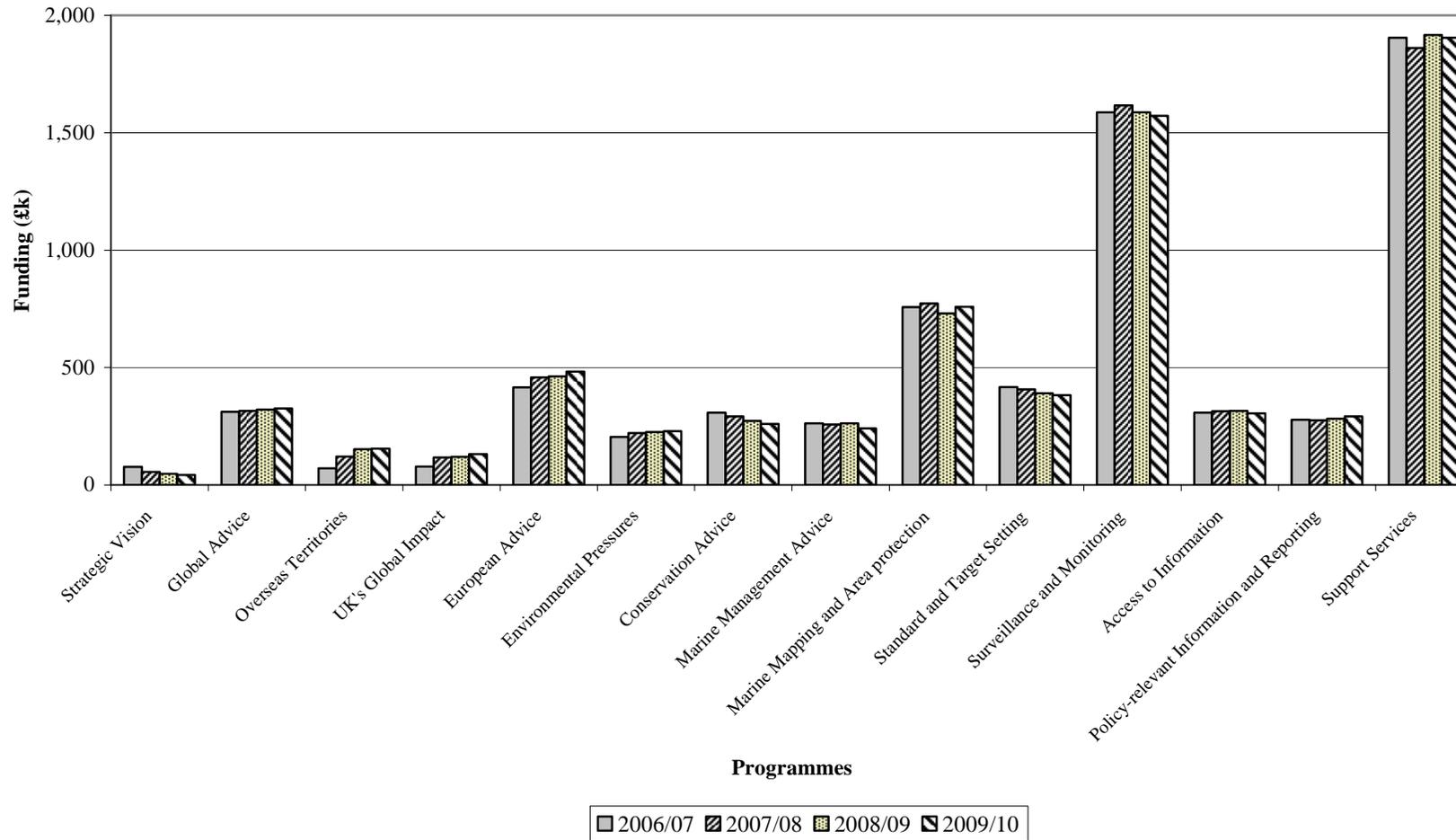
Biodiversity Action Plan and associated country biodiversity strategies, and promoting outcome-orientated biodiversity reporting.

Support Services

High priority will be given to reviewing the various support services to ensure that they are being delivered cost-effectively and are meeting the needs of internal customers. Initial investment in some areas (e.g. information management) will be needed to deliver efficiency savings in later years.

Annex 2. Proposed programme funding over the corporate plan period.

This graph only shows funding from Government made through the JNCC's financial settlement. Funding from other sources has been excluded.



Annex 3. Draft corporate plan for 2007-10.



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JNCC CORPORATE PLAN 2007-2010

CHAIRMAN'S INTRODUCTION

1. EXECUTIVE SUMMARY

2. INTRODUCTION

2.1 Scope

The Joint Nature Conservation Committee (JNCC) is the statutory adviser to Government on UK and international nature conservation. Its work contributes to maintaining and enriching biological diversity, conserving geological features and sustaining natural systems.

JNCC delivers the UK and international responsibilities of the Council for Nature Conservation and the Countryside (CNCC), the Countryside Council for Wales (CCW), Natural England, and Scottish Natural Heritage (SNH). The functions that arise from these responsibilities are principally to:

- advise Government on the development and implementation of policies for, or affecting, nature conservation in the UK and internationally;
- provide advice and disseminate knowledge on nature conservation issues affecting the UK and internationally;
- establish common standards throughout the UK for nature conservation, including monitoring, research, and the analysis of results;
- commission or support research which it deems relevant to these functions.

The Committee comprises 14 members: a Chairman and five independent members appointed by the Secretary of State; the Chairman of CNCC; the Chairmen or deputy Chairmen of CCW, Natural England and SNH; and one other member from each of these bodies.

JNCC, originally established under the Environmental Protection Act 1990, was reconstituted by the Natural Environment and Rural Communities Act 2006. Support is provided to the JNCC by a company limited by guarantee (JNCC Support Co) that the Committee established in 2005.

Advice on UK and international nature conservation matters is provided both to UK ministers and to the ministers of devolved administrations. In the corporate plan, references to 'Government' are intended to imply a reference both to UK Government departments and also to the devolved administrations unless it is stated otherwise.

This corporate plan sets out the contribution that the JNCC will make to nature conservation in the UK and more widely during 2007-10. The plan has been prepared in line with the JNCC's strategy, which sets out a clear sense of purpose for the JNCC and provides direction to our work.

2.2 Strategic direction

The JNCC's strategy comprises three components:

- A vision for our wildlife and natural features
- A mission statement
- Strategic objectives

2.2.1 Our vision

The vision sets out the long-term aspirations of the JNCC and the country nature conservation agencies, and contains high-level objectives and outcomes that are set within a context of sustainable development. It applies to all of the UK, including its Overseas

Territories and Crown Dependencies, and also covers the UK's contribution to nature conservation at a European and global scale. The vision provides an overarching framework for the work of the JNCC and the country agencies, and is also intended to influence the views and activities of other stakeholders in the environment. Whilst the JNCC and the country agencies will make a significant contribution to achieving the vision, they will not be able to achieve it on their own – successful implementation will require input from a range of public and private sector bodies, non-governmental organisations and society at large.

Our vision

Our countryside, towns and seas will be rich in wildlife and natural features, contributing to the economy and improving everyone's quality of life.

Our vision for the future is a healthy environment in which people and wildlife will live together in an integrated manner. Wildlife characteristic of local conditions will flourish, environmental processes will be allowed to function more effectively within dynamic and resilient ecosystems, the loss of biological diversity will be reversed, and the range of geological features that we have today will be maintained. The sustainable social and economic benefits that result from such a healthy and diverse natural world will help to improve the quality of all our lives and those of future generations. We will share a better understanding and appreciation of the value that the natural world adds to our lives, allowing everyone to contribute to attaining this vision by making informed choices about the environment within which we live. Our vision applies to the whole of the UK (including its Overseas Territories and Crown Dependencies), but we will also contribute to the achievement of these aims at a European and global scale.

This vision is shared by the member bodies of the Joint Nature Conservation Committee. We will work towards the objectives and outcomes in this vision through our policies and activities but clearly cannot achieve them by ourselves. We hope that Government bodies and other organisations in all parts of the UK will be able to appreciate and share this vision. We hope they will be inspired to reflect upon how currently they influence the state of our wildlife and natural features and what specific contribution they can make to protecting and enriching it.

2.2.2 The JNCC's mission

Unlike the vision statement, which involves many different bodies working in the nature conservation field, the mission statement provides a concise statement of the purpose and character of the JNCC. It illustrates how the JNCC will contribute to the objectives in the wider vision, and in particular how we will add value to the work of the country agencies and other organisations.

The JNCC's mission

The JNCC's mission is to add value to the work of Government bodies and other organisations, so that across the UK and internationally the protection and enrichment of our wildlife and natural features is comprehensive, effective, knowledge-based and forward-looking.

Our strength comes from the community of organisations from which we are formed, our data and expertise, and the extensive network of organisations, both in the UK and overseas, with which we work. This enables us to:

- take a strategic overview of UK nature conservation, and set this within the relevant international context;
- provide advice based on a sound understanding of the science of nature conservation;
- optimise the collection, management and sharing of environmental information;
- facilitate partnership working between stakeholders in the environment; and
- help the UK to contribute to the conservation of the natural world at a European and global scale.

During the coming years we aim to build on these strengths to provide strategic advice that better reflects the complex and dynamic nature of the natural world and its inherent links with people. In this way we will make a significant contribution to sustainable development.

2.2.3 The JNCC's strategic objectives

The JNCC's strategic objectives focus on the priority issues for the JNCC over the period from 2004 to 2011.

JNCC's strategic objectives

1. Vision for nature conservation

Develop and renew a shared vision for our wildlife and natural features, and in partnership with others, champion it to Government bodies and other organisations and encourage them to implement approaches that reflect the value and needs of our wildlife and natural features.

2. Provision of information

Ensure that Government and other organisations are provided with scientifically robust and policy-relevant information about biological and geological diversity that they need to make decisions that will protect and enhance the environment in the UK and internationally.

3. European and international influencing

Contribute expertise to the development and implementation of legislation and agreements for or affecting the European and wider international environment to ensure that they deliver nature conservation gains both within the UK and elsewhere.

4. UK co-ordination

Provide strategic co-ordination, evaluation and, where necessary, development of UK-wide strategies, policies, practices and standards for or affecting nature conservation, to enhance the protection and enrichment of the UK's wildlife and natural features.

5. Nature conservation beyond territorial waters

Advise on and, where necessary, develop and implement initiatives to protect and enhance the biological and geological diversity of the UK's marine environment outside territorial waters (beyond 12 nautical miles from the shore).

6. Nature conservation in the Overseas Territories

Promote measures that protect and enhance biological and geological diversity in the UK's Overseas Territories and Crown Dependencies, and share good conservation practice worldwide.

7. UK's global impact

Advise on the effect that UK activities and policies have on biological and geological diversity internationally, contribute to the development of appropriate responses, and promote sustainability in the use of environmental resources worldwide.

8. Support services

Provide flexible, high-quality services that enable the JNCC's strategic objectives to be delivered as effectively and efficiently as possible.

2.2.4 Delivery of the JNCC's strategic objectives

Over the period of the previous corporate plan the JNCC began working to achieve the strategic objectives. This entailed a significant shift in direction in some areas which will continue over the next three years. Major changes in approach include the following:

- refocusing the JNCC's UK activities to maximise the value that the JNCC adds to the country agencies' work; this involves shifting effort into setting standards, co-ordinating activities and providing advice at a more strategic level, and undertaking a stronger quality assurance role;
- using the drivers of biodiversity loss, as described by the Millennium Ecosystem Assessment, to identify priorities for the JNCC's work;
- greater involvement in international activities, including phased expansion or movement into new areas of work (e.g. Overseas Territories, the UK's global impact);
- a stronger oversight role, especially in maintaining a strategic overview of issues affecting the environment, and developing and championing a shared vision for UK nature conservation;
- placing the JNCC's advice more firmly within the context of sustainable development by forging stronger links between environmental information and relevant social and economic factors;
- making stronger links between data on biological and geological diversity and advice provided by the JNCC.

2.3 Programme structure

The JNCC organises its work into projects. Each project has its own budget and targets and is managed by a project manager. These projects are all expected to assist the JNCC in achieving one or more of its strategic objectives. For management purposes, these projects are grouped into programmes. There are 14 programmes and they are the main units for the purpose of compiling this corporate plan. The table below shows the 14 programmes and the strategic objectives that they each relate to.

Programme	Main strategic objectives that the programme contributes to
Strategic Vision	Vision for UK nature conservation
Global Advice	European and international influencing
Nature Conservation in the Overseas Territories and Crown Dependencies	Nature conservation in the Overseas Territories
UK's Global Impact	UK's global impact
European Advice	European and international influencing
Environmental Pressures	European and international influencing UK co-ordination
Conservation Advice	UK co-ordination Nature conservation beyond territorial waters
Marine Management Advice	UK co-ordination Nature conservation beyond territorial waters
Marine Mapping and Area Protection	UK co-ordination Nature conservation beyond territorial waters

Programme	Main strategic objectives that the programme contributes to
Standard and Target Setting	UK co-ordination
Surveillance and Monitoring	Provision of information
Access to Information	Provision of information
Policy-relevant Information and Reporting	Provision of information
Support Services	Support services

3. PERFORMANCE TARGETS

3.1 Programme targets and key performance indicators

Each programme within this plan has its own targets and key performance indicators. The programme targets are high-level targets that indicate what the programme aims to achieve over the planning period. The key performance indicators are measurable milestones towards the performance targets. These key performance indicators are time-sensitive and will be used to monitor performance over the duration of this plan. The performance of programmes is monitored on a quarterly basis against the key performance indicators and the results reported to the Company Board.

The main outputs over the period of this corporate plan are summarised in the following table.

Strategic objective	Output	Year
Vision for nature conservation		
Provision of information		
European and international influencing		
UK co-ordination		
Nature conservation beyond territorial waters		
Nature conservation in the Overseas Territories		
UK's global impact		
Support services		

3.2 Risk management

Risk management is an important responsibility for all managers and the JNCC maintains a risk register detailing all significant risks and controls for managing those risks. Each risk is scored and the higher the score the more significant the risk. The performance targets below are based on control improvements required to mitigate the main risks facing the organisation.

Performance target	Target date
Develop a business continuity action plan	March 2008
Implement a stakeholder relationship management strategy	March 2008
Develop a staffing strategy	March 2009
Develop a funding strategy to obtain the resources necessary to fulfil the corporate strategy	March 2010
Develop a shared filing system and information management system to improve our ability to store and retrieve electronic information	March 2010

4. PLANNED USE OF RESOURCES

4.1 Human resources

The planned costs of employees over the three-year planning period are shown in the table below.

All figures in £k	2006/07 Business Plan	2007/08	2008/09	2009/10
Salaries and allowances	3,253	3,458	3,380	3,470
National Insurance employers' contributions	244	259	253	260
Pension costs	653	695	682	700
Total	4,150	4,412	4,315	4,430

4.2 Financial resources

4.2.1 Government funding

The majority of the JNCC's funding is provided by Defra, the Welsh Assembly Government, the Scottish Executive and the Department for Environment in Northern Ireland in the form of an annual financial settlement. Funding for 'reserved functions' (i.e. international advice and work in the marine environment beyond territorial waters) is provided directly by Defra. Funding for the remainder of the JNCC's work is provided by Defra and the devolved administrations according to an agreed funding formula; the English, Scottish and Welsh components are ring-fenced in the respective country agencies' financial settlements.

The table below shows the anticipated breakdown of Government funding over the three-year planning period.

All figures in £k	2006/07	2007/08	2008/09	2009/10
Defra	867			
Defra (through Natural England)	3,055			
Scottish Executive (through Scottish Natural Heritage)	1,805			
Welsh Assembly Government (through the Countryside Council for Wales)	903			
Department for Environment, Northern Ireland	347			
Total	6,977	7,081	7,081	7,081

4.2.2 Other income

The JNCC also receives income from a number of different sources. This income arises from direct contributions to projects from the European Commission, Government departments and other partners, as well as from sales of publications and other miscellaneous sources.

4.2.3 Overview of programmes

The graph below shows the planned contribution from Government funding to the fourteen programmes.

All figures in £k	2006/07 Business Plan	2007/08	2008/09	2009/10
Strategic Vision	77	55	47	43
Global Advice	311	315	321	326
Nature Conservation in the Overseas Territories and Crown Dependencies	71	120	152	155
UK's Global Impact	78	117	119	131
European Advice	415	457	462	483
Environmental Pressures	204	221	225	229
Conservation Advice	308	292	273	260
Marine Management Advice	262	257	262	241
Marine Mapping and Area Protection	757	773	730	759
Standard and Target Setting	417	407	390	382
Surveillance and Monitoring	1,587	1,616	1,587	1,572
Access to Information	308	314	315	304
Policy-Relevant Information and Reporting	277	275	282	291
Support Services	1,905	1,861	1,916	1,905
Total	6,977	7,081	7,081	7,081

4.3 Efficiency plans

In common with other public sector organisations the JNCC is actively looking for efficiencies within all its activities and especially within its administrative functions. However, the JNCC is also clear that efficiencies do not just involve cost cutting through reducing services, but involves making best use of the resources available for the provision of public services. Therefore any review will examine efficiencies that achieve the following:

- reduced inputs (e.g. people or assets), whilst maintaining the same level of service provision;
- lower prices for the resources needed to provide public services;
- additional outputs, such as enhanced quality or quantity of service, for the same level of inputs; and
- improved ratios of output per unit cost of input.

There are a number of activities within the period of the corporate plan that will drive efficiencies. These include:

- developing a sustainable procurement strategy, including use of e-procurement;
- reviewing Peterborough Office accommodation;
- reviewing Aberdeen Office accommodation with the possibility of sharing accommodation with other public sector bodies;
- reviewing administrative support throughout the JNCC;
- improving and investing in records management to improve retrieval of data and improving working practices;
- implementing a travel policy which should reduce both costs and CO₂ emissions.

5. STRATEGIC VISION

5.1 Context

This programme supports the 'Vision for nature conservation' strategic objective. Its aim is to Work with other key stakeholders in the environment to develop and maintain the vision for wildlife and natural features to a degree that:

- clarifies how the UK can make a full contribution to conserving global and European biological and geological diversity, while meeting the UK's needs for nature conservation at national and local levels;
- enables UK action for nature conservation to be prioritised and implemented most effectively; and
- Enables key decision-makers to recognise the importance of biodiversity as a key resource and an indicator of sustainable development and secures their active commitment to placing the environment on an equal footing to socio-economic concerns.

Nature conservation within the UK is carried out by a wide range of organisations, including the UK Government, devolved administrations, statutory agencies, local authorities and non-governmental organisations. These organisations will have a key role to play in the implementation of the vision. The JNCC's role will be to ensure that the vision is developed and elaborated sufficiently to assist this process.

5.2 Project portfolio

Strategic vision

This project delivers the specific targets necessary to implement the programme. However, many projects in other programmes contribute to the work.

5.3 Scope

During the last two years, the JNCC has been developing a 'UK Nature Conservation Framework' to meet the aims of this programme and has consulted with a number of stakeholders on its purpose and content. Generally, the Framework has been well-received and stakeholders have made a range of suggestions about how the content might be developed further.

The scope of the work during the corporate plan period reflects the need to further develop the ideas in the Framework on the outcomes that are required and the strategies needed to deliver them if biodiversity and geodiversity are to be sustained and to enrich the quality of peoples' lives. To achieve this, we will need to engage stakeholders more fully and more widely. We will also be considering how the Framework can be applied to the Overseas Territories and developing countries. As relevant opportunities arise, we will use the content of the Framework to provide advice to Government and others. The rate at which this work progresses and the direction it takes will largely depend on the specific needs of stakeholders for the advice it can potentially provide and the role they play in supporting and developing it.

5.4. Planned resources

<i>All figures are £k</i>	2005/06 out-turn	2006/07 business plan	2007/08	2008/09	2009/10
Direct expenditure		0	5	5	0
Salaries		77	50	42	43
Total		77	55	47	43
Grant-in-aid		77	55	47	43
Other income		0	0	0	0
Total		77	55	47	43

5.5 Performance targets

Programme targets

- Communicate advice and information on strategic issues, priorities and actions for nature conservation to key stakeholders
- Establish a comprehensive and cohesive framework of targets, strategies and other measures for nature conservation that has ownership by key decision-makers

Key performance indicators

- By March 2008, develop ideas on desired long-term outcomes for biodiversity and geodiversity at each level in the Framework
- By March 2008, determine whether and how the Framework can be applied to the Overseas Territories and developing countries
- By March 2009, provide suitable opportunities for all key stakeholders to engage in developing the Framework and determining how it might support their own aims and objectives

6. GLOBAL ADVICE

6.1 Context

This programme, together with the European Advice programme, provides the major contribution to the 'European and international influencing' strategic objective. Elements of the programme will have relevance to the Overseas Territories and UK's Global Impacts programmes. Outputs from the programme will often have implications for subsequent implementation within the UK.

The main drivers of our work are:

- Multilateral Environmental Agreements (MEAs), in particular the five major global conventions:
 - Convention on Biological Diversity (CBD)
 - Bonn Convention on Migratory Species of Wild Animals and its subsidiary agreements², especially the African-Eurasian Waterbird Agreement
 - Convention on International Trade in Endangered Species (CITES)
 - 'Ramsar' Convention on the Conservation of Wetlands of International Importance
 - World Heritage Convention
- Defra's PSA target to 'deliver the World Summit on Sustainable Development (WSSD) commitments, notably in the areas of sustainable consumption and production, chemicals, biodiversity, oceans, fisheries and agriculture'; the WSSD target to reduce significantly the rate of global biodiversity loss by 2010 is especially relevant
- The *Millennium Ecosystem Assessment* and especially its synthesis on ecosystems and human well-being, which has provided a challenging and analytical overview of the pressures on global biodiversity and possible response mechanisms; this will increasingly drive the thinking of the JNCC and others and shape our approach to the conservation of biodiversity internationally

The UK Government negotiates with other countries, and through the European Union, to develop and implement international environmental agreements. A wide range of stakeholders contributes to these discussions, including UK Government departments, devolved administrations, statutory agencies, scientific institutions and non-governmental bodies. The JNCC's role is to advise Government on nature conservation issues relevant to these negotiations, including possible global effects (i.e. beyond Europe and including the high seas), and the implications of implementation within the UK. An important issue in relation to the JNCC's advice is the likely cost-benefit for nature conservation of proposals under consideration.

6.2 Project portfolio

World Summit on Sustainable Development biodiversity target

This project provides support to the Defra WSSD implementation plan for international biodiversity (*Beyond Johannesburg: delivering our international biodiversity commitments*), to the Darwin Initiative and to the Inter-Departmental Ministerial Group on Biodiversity.

Global Multilateral Environmental Agreements

This project provides scientific support to the UK Government with respect to global environmental conventions.

² Other subsidiary agreements to the Bonn Convention are covered under the Overseas Territories and Marine Management Advice programmes.

CITES licensing

This project focuses on JNCC's duty to advise on CITES licensing applications in our role as the UK's CITES Scientific Authority for Fauna.

International Earth heritage

This project provides advice on the international dimension of Earth heritage conservation.

IUCN (World Conservation Union) – UK Committee secretariat

Under this project JNCC provides a secretariat service to the IUCN UK Committee.

6.3 Scope

The core of this programme will continue to be the provision of strong support to Government in the implementation of MEAs, e.g. by participating in UK delegations to international meetings and providing advice sufficient to maintain the effectiveness of negotiations and the reputation of the UK for high-quality scientific input. Our activities in this area have been reprioritised following a review of our support to MEAs in 2006/07. This will ensure that the greatest return for effort is achieved; both in terms of initial negotiation and also subsequent implementation, and that we promote a consistent line on key themes within and between MEAs.

Another priority for the JNCC will be to support the UK Government in meeting its international obligations under the WSSD biodiversity target, as set out in the UK delivery plan, *Beyond Johannesburg: delivering our international biodiversity commitments*. Particular attention will be paid to supporting the work of the Inter-Departmental Ministerial Group on Biodiversity, which comprises Ministers with an international biodiversity portfolio from Defra, FCO and DFID along with the JNCC Chairman. Work to support the government in meeting its WSSD obligations has been informed by an analysis of the drivers of global biodiversity loss and of possible mechanisms to mitigate these, building on the conclusions of the Millennium Ecosystem Assessment. We will also begin to look at the priorities for global biodiversity conservation beyond 2010.

Overall, support for the Global Advice programme will remain more or less steady over the corporate plan period, but with significant realignment to address priority issues. We will adopt a proactive and analytical approach to addressing global nature conservation, which will require greater attention to socio-economic issues, such as the factors which drive biodiversity loss and those which act as incentives for biodiversity conservation.

6.4 Planned resources

<i>All figures are £k</i>	2005/06 out-turn	2006/07 business plan	2007/08	2008/09	2009/10
Direct expenditure		68	66	65	61
Salaries		263	271	278	287
Total		331	337	343	348
Grant-in-aid		311	315	321	326
Other income		20	22	22	22
Total		331	337	343	348

6.5 Performance targets

Programme targets

- Provide high-quality scientific support to enable effective UK implementation of MEAs, focusing on those MEAs that deliver the greatest nature conservation benefits
- Provide high-quality, timely, fit for purpose advice in support of the global conservation of biological and geological diversity, paying particular attention to the WSSD target of significantly reducing the rate of global biodiversity loss by 2010

Key performance indicators

- Contribute to the WSSD 2010 biodiversity target and associated UK implementation plan
- Provide high-quality scientific input at key MEA meetings, in particular CITES CoP14 in 2007, and CBD CoP9, Ramsar CoP10 and Bonn CoP9 in 2008 and associated preparatory meetings
- Provide co-ordinated advice on priority issues (including climate change, non-native species and economic valuation of ecosystem goods and services) across all MEAs
- Provide, in our role as CITES Scientific Authority and to agreed service standards, high-quality, on-line advice to Defra/SVS on the issue of approximately 25,000 CITES licences per annum.

7. NATURE CONSERVATION IN THE OVERSEAS TERRITORIES AND CROWN DEPENDENCIES

7.1 Context

The primary role of this programme is to implement the strategic objective concerned with the UK's Overseas Territories and Crown Dependencies. The programme has close links with the Global Advice, UK's Global Impact and Environmental Pressures programmes.

Although the 14 UK Overseas Territories and three Crown Dependencies occupy a relatively small area, they make a significant contribution to global biological and geological diversity (e.g. the rich endemic flora and fauna of several of the isolated island territories, the coral reefs of the British Indian Ocean Territory, and the seabird and sea mammal populations of the south Atlantic territories). The main threats to the rich biodiversity of the Territories are non-native species, climate change and the impacts of development.

The main drivers of our work are:

- Defra's PSA target to 'deliver the World Summit on Sustainable Development (WSSD) commitments ...'; the commitment to reduce significantly the rate of global biodiversity loss by 2010 is especially relevant, and the Overseas Territories and Crown Dependencies are given direct recognition in targets in the UK Government's WSSD delivery plan for international biodiversity, *Beyond Johannesburg: delivering our international biodiversity commitments*
- UK Government's strategic international policy priority to ensure the security and good governance of the Overseas Territories and the associated FCO aim to promote biodiversity conservation, as set out in *Active diplomacy for a changing world: the UK's international priorities* (2006)
- The 1999 White Paper on the Overseas Territories, *Partnership for progress and prosperity*, and the subsequent adoption of Environment Charters by most Overseas Territories
- Multilateral Environmental Agreements (MEAs) that have been extended to the Territories and for some of which the UK's primary interest is through the Territories

Nature conservation within the Overseas Territories and Crown Dependencies is the responsibility of the governments of those Territories. The Overseas Territories governments are supported by the Foreign and Commonwealth Office and those in the Crown Dependencies by the Department of Constitutional Affairs; other Government departments and non-governmental bodies are also involved. The JNCC's role is to assist this process, in collaboration and partnership with the Territories, through the provision of advice and information. Our priorities will be to Engage with strategic cross-Territory issues, and to seek direct involvement with in-Territory projects, particularly where these have a wider applicability or contribute to capacity building. We will focus our input on our key strengths and on the most important environmental issues confronting the Territories.

7.2 Project portfolio

Overseas Territories

The work under this programme is currently dealt with in one project, the aim of which is to conserve and enhance biological and geological diversity in the UK's Overseas Territories and Crown Dependencies and support the implementation of their Environment Charters. This project comprises a number of distinct elements, some of which will be treated as separate projects as the programme grows over the next few years.

7.3 Scope

Given the increasing priority being given to the WSSD target to reduce significantly the rate of global biodiversity loss by 2010, and the major contribution that the Overseas Territories and Crown Dependencies make to UK and global biodiversity, this programme will be of increasing significance to the JNCC. This is reflected in increased funding over the corporate plan period.

Having determined the JNCC's strategic direction in this programme during 2006, a key focus for the coming year will be the development of a costed action plan for the JNCC's input to the Territories, supported by a funding strategy. This will require significant consultation with the Territories and other stakeholders. Where appropriate, external funding will be sought to support priority work areas, e.g. from the Overseas Territories Environment Programme or directly from Territory governments.

Support for MEA implementation in the Overseas Territories will continue to be an important work area for the JNCC, based on analysis conducted in this programme and the prioritisation of MEAs under the Global Advice programme. In particular, we will enhance our support for the Agreement on the Conservation of Albatrosses and Petrels (ACAP) through the appointment of a project officer, with the support of Defra, FCO and the governments of the south Atlantic Territories, to be based in the Falkland Islands.

Direct demand from the Overseas Territories and Crown Dependencies for advice from the JNCC is increasing steadily, in some areas of work more than others, and we will need to develop relevant expertise within the organisation in order to fulfil our advisory role. Key areas requiring support include invasive species, the economic evaluation of ecosystem services the implications of climate change and bird monitoring. Support for seabed mapping and the identification of marine protected areas may also be required. In future years we will explore further the needs for Earth heritage conservation.

7.4 Planned resources

<i>All figures are £k</i>	2005/06 out-turn	2006/07 business plan	2007/08	2008/09	2009/10
Direct expenditure		26	126	140	141
Salaries		45	103	121	125
Total		71	229	261	266
Grant-in-aid		71	120	152	155
Other income		0	109	109	111
Total		71	229	261	266

7.5 Performance targets

Programme targets

- Provide, to UK Government departments, Overseas Territories and Crown Dependencies governments and others, timely and sound advice to support the achievement of the 2010 WSSD biodiversity target and the implementation of Environment Charters and Multilateral Environmental Agreements
- Commission or provide support to strategic overviews of nature conservation issues across the Overseas Territories and Crown Dependencies, covering areas such as

economic valuation of ecosystem services, invasive aliens, climate change and biodiversity monitoring

Key performance indicators

- By September 2007, develop, through consultation with key stakeholders, a costed action plan (including sources of funding), to guide the JNCC's future engagement and support to the UK's Overseas Territories and Crown Dependencies, and subsequently implement this through collaboration and partnership
- In association with Defra, FCO, south Atlantic Overseas Territory governments and others, implement a collaborative work programme to meet ACAP commitments
- By September 2007, initiate a project to provide support to Overseas Territories governments, especially in the Caribbean, with respect to economic valuation of biodiversity (in the context of the Ecosystem Approach) as a means of informing decision making
- By March 2008, publish the results of the JNCC-commissioned review of the impacts of climate change on biodiversity conservation in the Overseas Territories and identify priorities for further action through a workshop

8. UK'S GLOBAL IMPACTS

8.1 Context

This programme was initiated in 2005 and is concerned with identifying and mitigating the adverse impacts that the UK has on global biodiversity. It relates to the strategic objective of the same name. There are close links to the other international advisory programmes and the Environmental Pressures programme.

The programme contributes to Defra's PSA target 'to promote sustainable development across Government and in the UK and internationally, as measured by ... the UK's progress towards delivering the World Summit on Sustainable Development (WSSD) commitments ...'. It has particular relevance to the WSSD target 'to achieve a significant reduction in the rate of loss of biodiversity by 2010.

To give focus to the work, three principal areas of investigation have been established, involving identification of:

- key geographical areas of interest, including countries prioritised by UK Government departments;
- key global ecosystems;
- key UK and global partners within and beyond government.

More generally, the principal areas of UK influence on global biodiversity have been identified: trade (imports), overseas investment, overseas aid and tourism. The impact of these upon biodiversity can be related to the Millennium Ecosystem Assessment drivers of biodiversity loss, in particular habitat loss and overexploitation.

The success of this programme is dependent on working with key partners within and beyond government. Within Defra and DFID, the programme is relevant to a range of government policies and actions where biodiversity is part of a wider agenda. These include research into sustainable consumption and production, the relationship of aid programmes to ecosystem economics, the development of bilateral sustainable development strategies with key global partners, and the global impacts of non-biodiversity policies and practices.

Over the past two years, work within this programme has created opportunities with a wide range of influential UK and global users to significantly enhance the use of global biodiversity information across a wide range of UK policy areas and to put the JNCC in a high-profile position in terms of information provision and as a source of advice and expertise. This foundation will be built on over the corporate plan period.

8.2 Project portfolio

Global impacts

Separate projects have not yet been designated within the programme, but it is intended to do this during 2007 as various work strands are consolidated.

8.3 Scope

Work within this programme falls into two general areas:

- development of a web-based tool, using the UK Clearing House Mechanism for Biodiversity website, to collate information on key geographical areas of interest and key global ecosystems and present this in a useable format for partner organisations;

- identification of key issues for which the JNCC can develop specific advice for Government and others, including biomass for energy and certain fishery and agricultural commodities.

In the context of developing content and function for the web-based tool, several strands of work will be progressed during 2007. A joint project will be developed with the World Conservation Monitoring Centre to collate national biodiversity data for priority countries and to develop a mechanism for disseminating existing and future material from the Millennium Ecosystem Assessment. Priority ecosystems in key countries will be linked to drivers of biodiversity loss. Through liaison with Defra, data linking UK overseas investment activity to specific business sectors will be identified and in turn linked to potential ecosystem impacts using Millennium Ecosystem Assessment principles.

It is intended to explore with Defra how the web tool can be used to support a biodiversity strand of work within the UK sustainable development strategic partnerships with China, India, Mexico, Brazil and South Africa. Opportunities to support work carried out by DFID will also be explored.

These work strands will develop rapidly during 2007 in response to specific partner needs. Development of the web content during 2007 is critical to this aspect of the programme. In late 2007/early 2008 the nature of the work is likely to change, with consolidation of content and development of a wider user base, both within and outside the JNCC.

The more general programme work, focussed on developing an advisory role in respect of such issues as biomass for energy in a global context, and the role of key commodity trading in driving biodiversity loss, will depend upon the results of work completed in 2006. The precise nature of this work remains to be determined.

8.4 Planned resources

<i>All figures are £k</i>	2005/06 out-turn	2006/07 business plan	2007/08	2008/09	2009/10
Direct expenditure		29	52	52	62
Salaries		49	65	67	69
Total		78	117	119	131
Grant-in-aid		78	117	119	131
Other income		0	0	0	0
Total		78	117	119	131

8.5 Performance targets

Programme targets

- Assess the impact of the UK on global biodiversity, identify mechanisms to minimise or avoid negative impacts, and encourage best practice working with strategic partners in Government and beyond

Key performance indicators

- By November 2007, in collaboration with the World Conservation Monitoring Centre, develop datasets based on national biodiversity profiles and the Millennium Ecosystem Assessment for inclusion on the UK Clearing House Mechanism website

- By November 2007, in collaboration with Defra, develop web content providing biodiversity support for the departmental strategy for sustainable consumption and production, sustainable development strategies with developing major global economies, and corporate responsibility projects
- By June 2007, develop a strategy for JNCC policy development in respect of key food and biomass commodities

9. EUROPEAN ADVICE

9.1 Context

This programme provides advice on European issues and policies in order to enhance the conservation of biological and geological diversity in this region. It covers both the European Union (EU) and wider Europe, extending into Central Asia, and including the seas over which Europe has geopolitical influence.

The programme provides a major contribution to the 'European and international influencing' strategic objective. It has close links with the Global Advice, UK's Global Impact and Environmental Pressures programmes as many of the issues dealt with in these programmes have a strong European dimension. It also links Europe with those programmes that deal with UK activities, including those consequent of European obligations.

Biological and geological diversity remain under significant pressure in Europe. The enlargements of the European Union provide fresh challenges for nature conservation, and the 'old 15' Member States have significant legacies of biodiversity decline. The environmental condition of many countries in Eastern Europe, Caucasus and Central Asia is also a cause for significant concern. However, the UK and other European countries have made commitments to tackle the loss of biological and geological diversity in Europe. In addition to global commitments (e.g. arising from the World Summit on Sustainable Development and the Convention on Biological Diversity (CBD)), key European targets and policies include the following:

- the Gothenburg target to halt biodiversity loss in the EU by 2010 and the associated Communication *Halting the loss of biodiversity by 2010*; the Kiev Declaration extends this commitment to the UN Economic Commission for Europe region
- EU Directives, the 6th Environmental Action Programme and associated Thematic Strategies, and horizontal EU policies such as the Sustainable Development Strategy
- the Pan-European Biological and Landscape Diversity Strategy (PEBLDS), acting as an implementing mechanism for the CBD

It is also necessary to look beyond those time-constrained targets to the new challenges facing the European environment, and the policy responses that will be necessary.

9.2 Project portfolio

European Union

This project comprises advice to Government and others on the development and implementation of EU policies and legislation for or affecting the environment, especially policies that are cross-sectoral, or that result from non-nature conservation sector activities.

European Community Directives

This project provides advice on the interpretation and application of EC Directives affecting the environment. Whilst the Habitats and Birds Directives are particularly significant, it also considers other Directives such as Water Framework and Environmental Liability, and keeps a view on future legislative intentions.

European marine

This project covers work on the Marine Thematic Strategy and associated Strategy Directive and the Maritime Green Paper, both significant pieces of EU legislation for the coming years.

Wider Europe

This project covers advice on policies for Europe beyond the EU, such as the Bern Convention and PEBLDS, and may respond to UK-Russia bilateral actions on environmental policy capacity.

European intelligence

This project provides intelligence to the JNCC and the country agencies on European policies for or affecting the environment.

ETC Biological Diversity

The JNCC contributes to the work of the European Environment Agency's Topic Centre on Biological Diversity, as well as acting as the UK National Reference Centre for this topic area.

Brussels Office

This project covers the work of the UK Nature and Landscape Office in Brussels in support of the JNCC and the country agencies.

9.3 Scope

Over the next three years, our aim is to focus and enhance the quality of our advice to Government and others, so that the UK can make an appropriate contribution to achieving the commitments to halt biodiversity loss by 2010, and any future commitments beyond this. We will influence the development and implementation of biodiversity and environmental policies such as the Habitats and Birds Directives and the 6th Environmental Action Programme. We will also increasingly seek to integrate environmental concerns into other sectoral policies, such as maritime, agriculture, fisheries, transport and energy, as well as horizontal policies such as the Sustainable Development Strategy and the Lisbon Strategy. This will require us to highlight the economic, social and cultural values of biodiversity and promote the message that a healthy environment is a prerequisite for growth and jobs. The EU's impact assessment process is likely to be a key target in this respect. We will aim to take a long-term approach to our work, looking beyond the horizon of existing policies and commitments to the development of new initiatives.

All of the work within the programme will be underpinned by intelligence and analysis of European policy developments and strong relationships with key European players. The work of the UK Nature and Landscape Office in Brussels will be particularly important in this respect.

Working in partnerships will ensure that collectively we can maximise our influence and make best use of our expertise. Pan-European partnerships, such as the European Environmental and Sustainable Development Advisory Councils (EEAC) and collaborative work through the European Topic Centre on Biological Diversity, will remain important, as will bi- and multi-lateral partnerships on specific issues.

9.4 Planned resources

<i>All figures are £k</i>	2005/06 out-turn	2006/07 business plan	2007/08	2008/09	2009/10
Direct expenditure		184	193	181	168
Salaries		295	322	331	342
Total		479	515	512	510
Grant-in-aid		415	457	462	483
Other income		64	58	50	27
Total		479	515	512	510

9.5 Performance targets

Programme targets

- In pursuit of existing and future targets to conserve biodiversity in Europe, influence the policy-making process for both environmental and environment-affecting policies through information, advice, and where appropriate capacity support
- Advise UK Government on the implementation of the Convention on Biological Diversity and the achievement of its global targets in Europe

Key performance indicators

- By March 2008, develop and begin to implement a system for targeting the JNCC's advice at European Commission impact assessments relevant to our goals
- By March 2009, make a 'step change' in the extent of our influence on European Community policy formulation, working with government departments, the EEAC and our office partners in Brussels
- Over timescales that will be determined by the European Community, promote the concepts of sustainable development, ecosystem approach and biodiversity valuation in the development of Community policies on economic growth, jobs and society, and marine and maritime issues

10. ENVIRONMENTAL PRESSURES

10.1 Context

This is a new programme comprising several projects that in the previous corporate plan were included within the UK Advice programme. The Environmental Pressures programme focuses on human impacts on the environment and in particular biological and geological diversity. The projects provide advice intended to shift policy toward the sustainable use of natural resources. Where appropriate, the programme seeks to apply an ecosystem approach, where human activity is integrated with environmental protection and economic sustainability.

The programme addresses the direct drivers of biodiversity loss from human impacts such as pollution, climate change and habitat transformation, as recognised in the Millennium Ecosystem Assessment. It also includes a strong economic dimension, with particular reference to the valuation of ecosystem goods and services. The main policy drivers for this work include a wide range of domestic and EU policies, such as the Common Agricultural Policy and the UK Sustainable Development Strategy.

To effectively shift the advice on UK, European and international policy that is delivered through other JNCC programmes towards more sustainable outcomes this programme uses evidence produced by the Surveillance and Monitoring and Policy-relevant Information and Reporting programmes to create robust advice targeted at specific audiences. The overall aim of the programme is to ensure the JNCC can provide advice to a range of Government departments, statutory agencies and multilateral environmental agreements that is focussed on those areas where policies and human activities are having the greatest biodiversity impact and where the JNCC can provide evidence and advice on how to halt or reduce these impacts.

10.2 Project portfolio

Air pollution advice

Through an inter-agency Lead Co-ordination Network, this project provides advice to Government, country agencies and others on air pollution impacts on nature conservation and air pollution policy. Contributions are also made to relevant research projects.

Climate change advice

Through collaborative work with the country agencies and others, this project provides policy advice on climate change issues, including both mitigation and adaptation.

GMO advice

Through a Lead Agency arrangement with Natural England, this project provides advice on biodiversity issues relating to GMOs.

Land use policy

This project seeks to identify and then make use of opportunities to influence land use policy in the UK and the European Union. The JNCC works primarily through the inter-agency Land Use Policy Group.

Non-native species advice

This project provides advice on the impact of non-native species on biodiversity in the UK and beyond, and on measures to prevent or mitigate adverse impacts.

Pesticide advice

Through a Lead Agency arrangement with Natural England, this project provides specialist advice to Government on the impacts of pesticides and toxic chemicals on nature conservation.

Sustainability advice

The aim of this project is to provide advice to a range of stakeholders on the application of sustainability, with particular reference to implementation of the ecosystem approach and the use of environmental economics in ecosystem valuation.

10.3 Scope

Although this is not a new area of work for the JNCC the creation of a programme focused on assessing and mitigating environmental pressures will ensure that the JNCC's advice builds on our strong evidence-gathering and analytical skills. Additional resources have been assigned to this work over the past two years, giving additional capacity for work on climate change and environmental economics.

Over the next three years programme funding will remain more or less level but there will be a significant reallocation of resources, with increased funding for climate change, air pollution and sustainability advice and a commensurate decrease in funding for GMO advice. Work will be carried out to assess the main drivers of biodiversity loss, both in the UK and internationally, and this may lead to a further realignment of priorities.

Two high priority issues over the corporate plan period will be climate change and environmental economics. We will work closely with UK Government, non-governmental organisations and others to contribute to the development of climate change adaptation policies and strategies in the UK and internationally and, where appropriate, support their implementation. We will reflect the increasing demand within Government for better valuation of environmental and natural resources by increasing the use of environmental economics as a tool for decision making; funding for this work will be sought through the WSSD Implementation Fund.

One of our key aims will be to develop mechanisms for demonstrating how application of the ecosystem approach or the use of environmental economics can allow policies outside the nature conservation sphere to meet their objectives. An example would be showing how valuation of ecosystem services pre- and post-housing development could reduce overall costs (e.g. working with nature to provide water regulation) and also provide social (e.g. access to green space), economic (e.g. tourism) and environmental (e.g. maintenance of biodiversity) benefits. Full achievement of this may require additional resources.

Future development of the programme will be influenced by the Government's Sustainable Development Strategy, Defra's commitment to 'one planet living', and the implementation of decisions from multilateral environmental agreements, especially concerning the use of the Convention on Biological Diversity's ecosystem approach. The programme will ascertain where advice can achieve the greatest benefits for nature conservation in the UK (including its Overseas Territories) and internationally. This will require working with the JNCC's advisory programmes to accurately target our efforts at areas where we can make the most gains for wildlife.

10.4 Planned resources

<i>All figures are £k</i>	2005/06 out-turn	2006/07 business plan	2007/08	2008/09	2009/10
Direct expenditure		72	85	86	87
Salaries		152	157	161	166
Total		224	242	247	253
Grant-in-aid		204	221	225	229
Other income		20	21	22	24
Total		224	242	247	253

10.5 Performance targets

Programme targets

- Provide high-quality, timely advice to UK Government and others on halting or mitigating adverse impacts on biological and geological diversity resulting from human activities
- Provide high-quality, timely advice to UK Government and others to enable nature conservation to contribute fully to sustainable development

Key performance indicators

- By December 2007, develop advice on priority climate change issues identified by the Inter-agency Climate Change Forum
- By December 2008, collate the evidence required to address priority environmental pressures or, where necessary, establish a mechanism for producing this evidence
- By December 2008, develop a strategy for using the ecosystem approach to support sustainability beyond the nature conservation sector, focusing on priorities identified in the UK Sustainable Development Strategy and other Government strategies
- By December 2009, use best practice developed in the UK (e.g. on environmental economics, use of the ecosystem approach and climate change adaptation) to support nature conservation globally

11. CONSERVATION ADVICE

11.1 Context

This is a new programme that includes several projects that were previously included within the UK Advice programme as well as strands of new work. It supports the JNCC's 'UK co-ordination' objective. The programme supports the UK implementation of international, European and UK nature conservation obligations through co-ordination and the dissemination of good practice.

The primary focus of the programme will be to develop a strategic view of action needed to manage the terrestrial and freshwater environments for nature conservation, and to use this to provide advice to UK Government, the devolved administrations and country agencies. Given that the ownership of nature conservation strategies rests with other bodies, and there is innovation at country level, the programme will need to position itself to influence through information and ideas often generated from best practice at country level or internationally. Such desirable innovation and good practice will then feed into the European Advice, Global Advice and Overseas Territories programmes to influence nature conservation initiatives and actions internationally.

11.2 Project portfolio

Habitats advice

This project provides advice on habitat conservation issues. The work is primarily delivered through six inter-agency Lead Co-ordination Networks. During the plan period it will focus on signposting good management practice.

Non-marine species advice

This project delivers advice on species conservation issues, primarily to UK Government and the devolved administrations. During the plan period it will contribute species management needs to habitat management guidance.

Soils advice

This project provides advice on the sustainable management of soils, primarily through an inter-agency Lead Co-ordination Network.

UK Earth heritage advice

Through this project, the JNCC provides advice on Earth heritage conservation within the UK.

Landscape and ecosystem advice

This project will develop and disseminate approaches to nature conservation at the landscape and ecosystem scales, incorporating new thinking being developed internationally and within the UK.

11.3 Scope

The core of this programme is the provision of advice on nature conservation issues, including the domestic implementation of European and international commitments, best practice for nature conservation management and technical advice. This includes both reactive and proactive elements. Over the next three years, the intention is to refocus the programme so that the emphasis is on the provision of strategic, proactive advice.

A key aim of the programme will be to contribute to the development of UK nature conservation strategies in both the terrestrial and freshwater environments (in particular to

provide a coherent approach to delivering international obligations), and provide a means of rapid dissemination of UK nature conservation advice (notably to nature conservation practitioners) in relation to land and water management. As a major gap in conservation strategy, the programme will be responsible for formulating the JNCC's approach to nature conservation at the landscape and ecosystem scale.

Implementation of this programme will require close collaboration with the country agencies, and indeed much of the work will be delivered through networks of specialist agency staff. Part of the purpose of this programme is to help co-ordinate this work.

11.4 Planned resources

<i>All figures are £k</i>	2005/06 out-turn	2006/07 business plan	2007/08	2008/09	2009/10
Direct expenditure		109	103	93	74
Salaries		199	189	180	186
Total		308	292	273	260
Grant-in-aid		308	292	273	260
Other income		0	0	0	0
Total		308	292	273	260

11.5 Performance targets

Programme targets

- Deliver sound, timely and relevant advice on UK nature conservation, having particular regard to the conservation and sustainable use of wildlife and Earth heritage resources
- Formulate, and contribute towards the implementation of, strategies to achieve desired nature conservation outcomes in the terrestrial and freshwater environments

Key performance indicators

- By December 2008, develop a system of electronic signposting of good nature conservation practice
- By December 2009, prepare generic guidance for the management of broad habitat types, encompassing the conservation needs of the range of associated species
- By March 2010, complete guidance on the management of the main landscape/ecosystem types to enable the sufficient operation of natural processes and enhance biodiversity resilience

12. MARINE MANAGEMENT ADVICE

12.1 Context

This programme supports the 'nature conservation beyond territorial waters' objective and marine elements of the 'UK co-ordination' objective.

The programme responds to the major drivers that affect biodiversity in the marine environment, such as fishing, extraction of mineral resources (e.g. oil, gas, aggregates) and renewable energy. It works both through meeting statutory requirements and by influencing the working of statutory mechanisms.

The main objective of the programme is to influence users of the marine environment to behave in a sustainable way that minimises the impact on biodiversity and, where possible, enhances biodiversity. Influencing can be carried out in many ways; some marine industries are comparatively easy to advise directly, while influencing others may rely on providing advice to the industry's regulators or managers. In most cases both approaches are required and in some cases the JNCC has a statutory advice role.

One tool to conserve biodiversity is protecting marine areas. This tool can only work in the offshore area if marine users respond appropriately to the management objectives of the site. In order to provide a seamless interface with marine users within and outside protected Natura 2000 areas, consultation with site users is included in this programme.

The programme requires close working with the country nature conservation agencies to ensure a joined-up approach across the boundary of territorial waters.

It is intended that information collected and collated within the Marine Mapping and Area Protection and Surveillance and Monitoring programmes will increasingly be made available to support the provision of advice within this programme. There will be close relationships with the European Advice programme to ensure coherence in policy advice on marine issues and with the Environmental Pressures programme, where opportunities for mutual benefits will be taken in areas such as economics and climate change. Experience gained within this programme has already informed work within the Global Advice and Overseas Territories programmes, especially in relation to fisheries and offshore industries. There is potential for growth in this area during the corporate planning period, and also for stronger links with the UK's Global Impacts programme, especially on fisheries.

12.2 Project portfolio

Marine fisheries advice

This project provides advice on marine fisheries within the context of the EU Common Fisheries Policy.

Offshore industries advice

This project comprises the JNCC's statutory remit to provide advice to industry and their regulators on licensed activities that might affect the marine (and offshore atmospheric) environment. It includes advice provision for oil and gas activities, wet and dry marine renewables, aggregate extraction and FEPA (Food and Environmental Protection Act) consenting.

Marine species advice

This project provides advice in support of UK Government on the conservation of marine mammals, turtles and fish, e.g. under the Agreement on the Conservation of Small Cetaceans of the Baltic and North Seas (ASCOBANS) and the UK Biodiversity Action Plan.

Marine Bill advice

Within this project the JNCC provides advice on the bill to improve nature conservation in the marine environment that will likely work its way through Parliament in the plan period.

Marine Natura consultation

The aim of this project is to undertake consultation with the users and managers of marine Natura 2000 sites to ensure that any cSAC can be fully designated and managed appropriately.

12.3 Scope

It is envisaged that resources allocated to this programme will increase over the next three years. The programme is already underpinned by external funding that has been gained through taking advantage of opportunities with both industry and their regulators. In the plan period, we expect that further support will be available for work on aggregate extraction and that there will be continued support for oil and gas licensing and renewables (the latter two depending on market conditions and therefore licensing demand, for those resources). There may be similar opportunities in relation to the shipping sector, although little analytical work has been done there.

One of the main areas of activity within this programme will be to continue the implementation of recent change initiatives for fisheries: the EU's Common Fisheries Policy (CFP) reforms of 2002 (and novel consultation structures established in that reform); the integration of ecosystem considerations into mainstream fisheries advice from the International Council for Exploration of the Sea; and the implementation in the UK of the Prime Ministers Strategy Unit report of 2004. Within the plan period, we will start work on influencing the next (decadal) review of the CFP.

Another major component of the programme is the JNCC's advice on offshore industries. In the plan period, a full review of all current aggregate extraction licenses will be started – the JNCC leads on advising on those licenses covering areas beyond territorial waters. Marine renewable energy projects are growing rapidly with the drive to reduce reliance on carbon-based energy sources and the JNCC advises on these developments. At present the main pressures from the shipping industry on biodiversity relate to introduced species; the JNCC maintains a working presence on this issue in relevant international fora.

Regulations to implement the Habitats and Birds Directives in the offshore environment will come into force in 2007. Although Government's requirements in terms of consultation on the management of Natura 2000 sites are not yet certain, it is likely that a process will be required. This will be fully integrated into advice being supplied in other contexts.

The JNCC will continue to provide advice to ensure the effectiveness of any legislation affecting the marine environment enacted in the UK Parliament. Other bills may be introduced within devolved legislatures; with country agency partners, the JNCC will work to gain a coherence of action between any legislation.

12.4 Planned resources

<i>All figures are £k</i>	2005/06 out-turn	2006/07 business plan	2007/08	2008/09	2009/10
Direct expenditure		94	91	91	78
Salaries		216	298	306	287
Total		310	389	397	365
Grant-in-aid		262	257	262	241
Other income		48	132	135	124
Total		310	389	397	365

12.5 Performance targets

Programme targets

- Deliver high-quality, timely and relevant advice on legislation, policies and practices affecting nature conservation in the marine environment, having particular regard to the conservation and sustainable use of biological diversity
- Deliver high-quality, timely and relevant UK advice on casework concerning marine activities affecting nature conservation

Key performance indicators

- Ensure that 95% of requests for statutory advice are responded fully to within the relevant consultation period
- Ensure that consultation on marine Natura 2000 sites is carried out fully to the satisfaction of Government with resulting benefits to the conservation of the sites
- Provide a report on offshore Natura 2000 consultation within timescale set by Government
- Ensure high-quality scientific support for Government at relevant meetings in relation to marine species
- By 2010, ensure that ecosystem considerations are fully integrated in fisheries advice
- By 2010, develop a coherent influencing strategy for the 2012 Common Fisheries Policy review

13. MARINE MAPPING AND AREA PROTECTION

13.1 Context

The UK Government is committed to implementation of the ecosystem approach and, via its emerging UK Marine Monitoring and Assessment Strategy, is working towards improved holistic assessments of the state of the marine environment. These in turn will contribute to the Quality Status Reports for the OSPAR Convention (next due in 2010) and the proposed EC Marine Strategy Directive (initial assessment expected in 2011). Information on the nature, distribution and quality of marine habitats should form an essential component of such status reports. However, the last UK marine status report (*Charting progress*, Defra 2005) considered that the lack of basic habitat maps for UK waters at that time significantly hindered the assessment of ecosystem state. The report also saw such maps as providing a fundamental spatial planning tool, a requirement which will be needed as marine spatial planning is introduced in the prospective Marine Bill.

Sitting within this broader perspective of management of the marine environment are the key policy drivers of the EC Habitats and Birds Directives and the OSPAR Convention, which require the establishment of networks of marine protected areas (MPAs).

Over the past three years, this programme has focused on the development of mapping of UK waters to help redress the fundamental gap in knowledge identified by Defra, as well as pushing forward a protected areas programme to meet key policy commitments. Over the next three years, work on marine mapping will increasingly focus on its use in a management and policy context, while the MPAs element will be further developed to help meet European and OSPAR targets.

This programme primarily delivers the strategic objective concerned with 'nature conservation beyond territorial waters' and marine elements of the 'UK co-ordination' objective. However, as the programme incorporates a significant element of information collation and assessment, it also has close ties with the 'provision of information' objective and associated programmes. In particular, as the mapping projects are delivering information via the web, and work under this programme will establish habitat mapping standards, the programme relates closely to the Access to Information and Standard and Target Setting programmes. Elements of work under this programme will also contribute to the Surveillance and Monitoring programme by providing a baseline for marine surveillance. The programme will also contribute important information to underpin advice given under the Marine Management Advice programme.

Management of the marine environment of north-west Europe needs to be achieved through agreement of the relevant countries, including the members of the European Union and the OSPAR Convention. A range of stakeholders have an interest in this programme, in particular the UK Government and devolved administrations, the administrations of adjacent countries, the European Commission, statutory agencies and non-governmental bodies such as the European Environment Agency and the International Council for Exploration of the Sea.

13.2 Project portfolio

OSPAR

This project will provide Government, the OSPAR Commission and others with expert advice and information to support implementation of the UK's contribution to the work of the OSPAR Commission.

Marine SACs

This project provides scientific advice to Defra on Special Areas of Conservation (SACs) to fulfil EC Habitats Directive requirements for UK offshore waters. It includes commissioning and collaborating in surveys of offshore habitats, identifying and defining boundaries for offshore SACs, developing conservation objectives for the features for which the SACs are identified, and co-ordinating UK implementation of marine Natura 2000 requirements between the JNCC and the country agencies.

Marine SPAs

This project will identify a suite of potential marine Special Protection Areas (SPAs) by conducting the necessary surveys and data analyses, and advise the country agencies and Government as appropriate.

Mapping European Seabed Habitats (MESH)

The aim of this project is to establish a framework for mapping European seabed habitats through the development of internationally agreed protocols and guidelines for seabed mapping and the generation of compiled marine habitat maps for north-west Europe.

UKSeaMap

This project will further develop marine landscape maps for UK seas, to improve their overall quality, coverage and resolution.

Seasearch

This project supports the national Seasearch project, which aims to improve the contribution of volunteer divers to the recording of UK seabed habitats and associated wildlife, and to make the data available to the public through the NBN Gateway.

Maps for marine ecosystem assessment and management

This new project will develop high-quality spatial datasets to support the selection of marine protected areas, assessment of the state of the marine environment and the management actions necessary to ensure its protection.

13.3 Scope

The recent momentum in marine resource mapping, both nationally and internationally, is manifested in work under this programme, which has started, through the MESH, UKSeaMap and OSPAR mapping programmes, to provide the first comprehensive maps of seabed habitats and landscapes for the entire UK Continental Shelf and adjacent waters of European countries. Based on best available knowledge, the resultant maps, for the first time, provide regional and national perspectives on the nature and extent of the seabed environment and its habitats. Making these maps widely available via web-based GIS applications has ensured the maps are reaching a wide audience and are now starting to be used for multiple applications in nature conservation and environmental management. Substantial progress has been made over the past three years in mobilising existing data, in establishing the technical means to convert the data into harmonised maps, in building capacity across five European countries and in developing the web-based dissemination tools to ensure the maps reach the widest possible audience. Over the coming years, the mapping work will continue by maintaining the infrastructure, to allow new data to be incorporated as they become available and to continue to improve the quality and coverage of the mapping data. The work will increasingly focus on ways to use the information in policy and management contexts, for example, by contributing to marine spatial planning, the assessment of environmental pressures and the development of an ecologically coherent network of MPAs.

Global calls through the Convention on Biological Diversity to develop networks of MPAs need to be implemented through the regional mechanisms offered by EC Directives and the OSPAR Convention. Whilst the inshore delivery of Natura 2000 (SACs and SPAs) is well advanced, delivery in the offshore zone is in its early stages and will take many years to complete at present resource levels. New surveys of seabirds and seabed habitats are needed to provide sufficient information on which to base further identification of SACs and SPAs. The additional requirements for OSPAR MPAs provide a significant further challenge, both because the range of species and habitats to be considered is much broader and there is a requirement to ensure an ecologically coherent suite of sites is designated within the 2010 timeframe set by OSPAR.

In delivering the Government's commitments for protected areas under the EC Directives and OSPAR, the role of MPAs as part of the wider management of the marine environment will be strongly promoted, including within marine spatial planning systems and sustainable development practices, such as for fisheries. Within this broader context, MPAs can provide areas of high quality which act as reference points for assessment of the wider environment.

13.4 Planned resources

<i>All figures are £k</i>	2005/06 out-turn	2006/07 business plan	2007/08	2008/09	2009/10
Direct expenditure		443	629	541	619
Salaries		572	664	540	558
Total		1,015	1,293	1,081	1,177
Grant-in-aid		757	773	730	759
Other income		258	520	351	418
Total		1,015	1,293	1,081	1,177

13.5 Performance targets

Programme targets

- Support strategic planning and decision-making through the provision of marine habitat maps at appropriate scales for the UK Continental Shelf
- Advise Government on the identification and management requirements of an ecologically coherent network of marine protected areas to fulfil national and international policy obligations

Key performance indicators

- By 2008, recommend to Government a set of 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
- By March 2010, complete analyses in respect of possible offshore SPAs, complete analyses of a further 18 inshore potential SPAs, complete 75% of work aimed at identifying marine SPAs for breeding terns, deliver advice on possible marine SPAs for breeding red-throated divers, and initiate work aimed at identifying extensions to breeding colony SPAs for shags

- By 2010, recommend to Government a set of MPAs (which may also be SACs or SPAs) for UK waters which will fulfil the UK's obligations to the OSPAR Convention to establish of a network of ecologically coherent and well-managed MPAs
- By March 2008, establish mechanisms for the update and improvement of marine habitat and landscape maps emanating from the MESH and UKSeaMap projects, including their dissemination via the MESH web GIS application
- By December 2008, complete maps for UK waters of habitats of conservation importance (Annex I, OSPAR, BAP), to the extent possible using available data, modelling techniques and resources
- By 2010, acquire, develop or have access to marine environmental data sets and human use or impact data sets to support the assessment of the state of the marine environment, as required by national and international policy drivers

14. STANDARD AND TARGET SETTING

14.1 Context

This programme contributes to the 'UK co-ordination' objective and reflects the desire to ensure standards and targets for UK nature conservation are set within a strategic framework.

UK standards for nature conservation provide a framework within which nature conservation can be implemented in a devolved manner at country and local level, yet still provide consistency at a UK level, and, where appropriate, at a wider international level. The JNCC has the primary role in developing these standards, with the country agencies, UK Government departments and devolved administrations being the principal users, although they will also be used more widely by a range of conservation practitioners. Standards established under this programme will be relevant to several other JNCC work programmes. For example, standards for site selection, assessments of species status and work to develop the Geological Conservation Review (GCR) site series will all contribute to the Conservation Advice programme.

Targets in relation to biological and geological diversity have been generated by a variety of fora and at a range of levels. They include global targets, such as those agreed at the World Summit on Sustainable Development, and range down to the detailed targets of Habitat and Species Action Plans under the UK Biodiversity Action Plan. This programme will seek to provide a coherent suite of targets from the high-level international targets, to those developed to meet the vision objective and which may be appropriate for delivery at the country level. The JNCC's role is to support the UK Government and devolved administrations in developing this coherent suite of targets, working in close liaison with the country agencies and other stakeholders.

14.2 Project portfolio

Standards for site selection

This project maintains and develops UK-wide standards for the selection of protected sites, including Areas/Sites of Special Scientific Interest (A/SSSIs), Special Areas of Conservation (SACs), Special Protection Areas (SPAs) and Ramsar sites.

Common Standards Monitoring

In close collaboration with the country agencies and others, this project maintains and reviews the system for monitoring habitat, species and Earth heritage interest features on protected nature conservation sites.

Species status assessment

This project provides assessments of the conservation status of plants and animals in Great Britain using agreed criteria and standards.

Biodiversity indicators

This project provides guidance for the development of biodiversity indicators, in particular in relation to the 2010 biodiversity loss target and as the basis for reporting on international obligations.

Habitat classifications

This project aims to maintain and develop UK standards for habitat classifications, such as Phase 1 and the National Vegetation Classification, so that targets and indicators for habitat conservation can be set and monitored consistently.

Geological Conservation Review

This project comprises the development, dissemination and maintenance of a framework for the conservation assessment of Earth heritage sites in Great Britain.

Review of targets

This new project will review the wide range of existing UK targets for nature conservation and seek to develop a simplified framework to inform policy development in this area.

14.3 Scope

Funding for this programme will decrease significantly over the corporate plan period, as the JNCC assumes a more strategic role, rather than undertaking detailed work on standards and targets.

The majority of the standards encompassed within this programme have already been the subject of considerable development, and it is expected that future work will be concerned primarily with refinement and updating.

A major milestone will be reached with publication of the final volumes of the GCR series by the end of 2008, bringing to a close this phase of a programme of work that provides a comprehensive description of nationally and internationally important geological and geomorphological sites in Britain. The focus will then shift to making this vast body of information more easily accessible by electronic means, as well as keeping the site series under periodic review.

Work on Common Standards Monitoring will build on the publication in 2006 of the first six-year report on the condition of interest features on protected sites. Key elements of work will include the implementation of a quality assurance programme, based on procedural compliance and validation of condition assessments, and the review of guidance for monitoring interest features.

The work to identify a coherent suite of targets at an appropriate level will have due regard to existing international and national obligations, while allowing that some rationalisation and consolidation is likely to be desirable. This work will link closely to the development of the Framework for Nature Conservation in the UK within the Vision programme.

14.4 Planned resources

<i>All figures are £k</i>	2005/06 out-turn	2006/07 business plan	2007/08	2008/09	2009/10
Direct expenditure		125	106	96	78
Salaries		302	301	294	304
Total		427	407	390	382
Grant-in-aid		417	407	390	382
Other income		10	0	0	0
Total		427	407	390	382

14.5 Performance targets

Programme targets

- Formulate and maintain common standards for monitoring and research on nature conservation, and for the selection of designated sites

- Advise Government on the development of a coherent suite of targets for nature conservation, from high-level international targets to the national targets needed to deliver the vision objective

Key performance indicators

- By March 2010, complete a review of the SPA and avian Ramsar site networks in the UK
- Produce an annual GB Red List for all plant and animal taxa
- By March 2010, collaborate with Defra to publish UK indicators measuring progress towards the WSSD biodiversity loss target
- By December 2008, complete publication of the Geological Conservation Review series

15. SURVEILLANCE AND MONITORING

15.1 Context

Surveillance and monitoring is the repeat sampling of species, habitats and ecosystems that provides evidence of the status of biological and geological diversity and the factors affecting it. It makes a fundamental contribution to the 'provision of information' objective.

This programme implements the surveillance component of the JNCC's strategy for surveillance, reporting, and research. Surveillance in the UK is undertaken by Government departments and devolved administrations, statutory agencies, non-governmental bodies and scientific institutions. Much information is provided by volunteers. The JNCC commissions surveillance where it is cost-effective to do so as a single UK solution, or provides frameworks and advice where the lead sits with other bodies. The strategy identifies the drivers for surveillance as:

- assessing whether nature conservation vision and goals are being achieved;
- where goals are not being met, helping identify the main pressures on the environment that are likely to be responsible so that these can be addressed;
- helping determine the outcome of nature conservation policy commitments entered into by UK or devolved government, the provisions of European or national legislation, and obligations entered into as a result of international treaties or agreements.

Given these drivers, the programme aims to deliver detection effort that contributes to the UK Marine Monitoring and Assessment Strategy, the UK Biodiversity Action Plan and country biodiversity/environment strategies, the Birds, Habitats and Water Framework Directives, and the UK's efforts to meet the Gothenburg target to halt the loss of biodiversity within the EU by 2010.

Outputs from the Surveillance and Monitoring programme will feed into the Policy-relevant Information and Reporting programme, and will provide evidence to support the JNCC's advice through the Environmental Pressures programme. The Access to Information programme helps streamline surveillance, and provides dissemination mechanisms for the data and results.

15.2 Project portfolio

Biological Records Centre

This project delivers, through a partnership with the Centre for Ecology and Hydrology, the detection of the status, trends and factors affecting the trends, for a very wide range of invertebrate and plant species. This is achieved by assisting a suite of voluntary national recording schemes, helping deliver access to their data via the National Biodiversity Network, and providing cross-cutting research analysis and interpretation.

Bird surveillance

This project delivers status and trend information for a wide range of breeding birds and wintering wetland birds, through a range of surveillance schemes undertaken through several multi-stakeholder partnerships. It includes investment in global waterbird population assessments.

Pollutant levels in birds

This project delivers trends in levels of a range of anthropogenic chemicals in the tissues of predatory birds.

Mammal surveillance

This project provides data, status and trend information for a wide range of UK terrestrial and freshwater mammals, and also aims to determine the factors influencing any trends.

Seabird and cetacean monitoring and surveillance

This project provides breeding status and trend information for seabird populations and is developing a strategy for cetacean surveillance.

Lepidoptera surveillance

This project provides trend information for a range of widespread and habitat-specialist butterfly species and analyses the likely reasons for the trends.

Habitat surveillance

This project will advise on how to meet needs for stock, change and condition information for habitats by evolving the current multi-organisation investments in sampling into a more coherent whole based on a framework for habitat surveillance that unites satellite, airborne, species and ground survey.

Marine surveillance

This project will translate a framework for marine biodiversity surveillance into the overall UK Marine Monitoring and Assessment Strategy and provide co-ordination to assist the development of this Strategy.

Surveillance strategy development and implementation

This project will develop understanding and stakeholder commitment to the surveillance component of the JNCC's strategy for surveillance, reporting and research, provide the interface between biodiversity and wider environmental co-ordination of monitoring, and develop cross-cutting products from the individual surveillance sources, working with the Policy-relevant Information and Reporting and Environmental Pressures programmes.

15.3 Scope

The programme will develop the current surveillance effort into a change detection mechanism that contributes to the surveillance strategy and that is:

- efficient and balanced, so that it delivers status and where possible trend information for a broad range of species groups and habitat types, that represent a breadth of ecosystem functions;
- evolved from analysis of existing monitoring and surveillance schemes (both within the JNCC's programme and elsewhere) to assess the detection coverage and sensitivity they provide, and determine how best to revise them or fill gaps;
- integrated, so that a combination of component schemes provides balanced coverage without duplication of effort, and fits with schemes run outside the JNCC;
- designed to detect incremental/cumulative long-term changes (which should mean it also will detect much more catastrophic/dramatic changes);
- openly accessible and facilitating collaborative analysis with other sectors;
- at different geographic scales from European to regional.

In addition to this balanced change detection mechanism, specific nature conservation and sustainable development policies may need greater rigour, improved sensitivity, or a broader

species/habitat coverage to measure their outcomes. The programme will provide advice on how these more specific needs can be delivered cost-effectively, taking into account optimal use of existing surveillance effort.

Key changes over the plan period include:

- determining the balance of effort for bird surveillance in line with the surveillance strategy;
- reviewing the project assessing pollutant levels in birds to decide the needs for a means of detecting the relative significance of different pollutants in affecting the status of biodiversity;
- extending species coverage for the mammal surveillance project (on level resources) through the co-ordinating framework provided by the Tracking Mammals Partnership;
- streamlining seabird data collection activities and revising sampling in line with the surveillance strategy;
- evaluating options to increase the geographical and species coverage of Lepidoptera surveillance, and advising on the establishment of moth surveillance;
- developing and implementing habitat and marine surveillance frameworks;
- influencing pressure/impact monitoring to get a better fit with the surveillance strategy, including providing advice on the establishment of extensions to the Environmental Change Network to help provide evidence for air pollution and climate change impacts.

Subject to resources being available, new projects will be established to investigate the two priority gaps in species surveillance identified in the strategy: plants and fish. Initial investment will be in consolidating plant sampling already underway through voluntary sector activities, but which is currently not collated and analysed and should quickly provide information on a good range of species.

15.4 Planned resources

<i>All figures are £k</i>	2005/06 out-turn	2006/07 business plan			
		2007/08	2008/09	2009/10	
Direct expenditure		1,193	1,187	1,161	1,132
Salaries		422	429	426	440
Total		1,615	1,616	1,587	1,572
Grant-in-aid		1,587	1,616	1,587	1,572
Other income		28	0	0	0
Total		1,615	1,616	1,587	1,572

15.5 Performance targets

Programme targets

- Contribute to the implementation of the JNCC strategy for the surveillance of UK biological and geological diversity by undertaking relevant surveillance, directly and through collaboration with key partners as appropriate
- Collate available information to provide regular assessments on the status of and trends in UK biological and geological diversity

Key performance indicators

- By 2008, ensure that existing programme surveillance projects can efficiently produce re-usable outputs that meet the needs of summary state of the environment reporting, including contributing to wildlife statistics, and can contribute to the analysis and interpretation of the relative importance of pressures on the environment
- By 2009, complete an assessment of the surveillance undertaken by the projects in the programme and identify where changes in coverage, accuracy, or sampling are needed to meet the needs of the strategy, and how much of the needs can be delivered with available resources
- By 2010, establish how the habitat and marine surveillance frameworks can be implemented with relevant stakeholders, and establish scoping studies for priority new surveillance

16. ACCESS TO INFORMATION

16.1 Context

This programme contributes to the 'provision of information' objective in the JNCC's strategy. It aims to facilitate access to data relating to biological and geological diversity through the development of standards and tools, and to improve data management practices within the data-generating sector. It is also responsible for disseminating these data, and relevant information products generated from them, in ways that can be readily accessed and used by the JNCC and its partners.

This programme is responsible for the delivery and dissemination of the status and trend information generated by both the Policy-relevant Information and Reporting and the Surveillance and Monitoring programmes, as a coherent whole, via the JNCC website. The choice of data made available will be driven by the needs of other programmes, in particular Policy-relevant Information and Reporting, which will define the reports required and hence the data required to produce them. Many of the data relating to long-term trends in biological and geological diversity will be derived from specific sampling programmes within the Surveillance and Monitoring programme. The Access to Information programme will complement these data with data derived from other sources, such as volunteer recording schemes and habitat mapping and surveillance initiatives.

A key aim of this programme is to support the National Biodiversity Network (NBN) in providing access to data on biodiversity and geological diversity. The NBN services the needs of a wide range of statutory and non-statutory organisations and the general public, and the data holdings are supplied by a range of organisations. The JNCC's role is to assist the NBN through the development of appropriate standards and the facilitation of user access, as well as by making its own data publicly available.

16.2 Project portfolio

Recorder

This project is developing a software product to improve the efficiency and quality of biological record collation. The software supports the investment of the country agencies and others in record collation.

NBN and GBIF

This is the major project under the Access to Information programme. It aims to provide ready access to current biological records to support the JNCC's advisory work (both in the UK and internationally).

Website development

This project aims to ensure that the JNCC website presents a clear articulation of the JNCC's strategy and provides ready access to the main JNCC products and advice that support the delivery of this.

Marine data management

This project is helping to develop the standards and tools required across the marine sector to ensure that when data are collected they readily become available for integration into JNCC products.

Access to reference datasets

This project is responsible for ensuring that the JNCC continues to have access to the reference datasets required to support its work. It is particularly focused on access to, and management of, geographical datasets.

16.3 Scope

One of the primary objectives of the Access to Information programme has been to ensure that biodiversity data, both on a UK and global level, become available in a format that can be readily integrated into the JNCC's advice. Over the last corporate planning period, the main effort has been refining the technology behind the National Biodiversity Network (NBN) and the Global Biodiversity Information Facility (GBIF). The aim of these refinements has been to ensure that the necessary mechanisms are in place to allow the systems to be efficiently populated and to ensure they can be readily integrated into other systems.

The focus of the programme will now switch to getting these facilities populated with a critical mass of data. The primary use of the data within the JNCC will be to assist with assessing the status and trends of species at a UK level and interpreting any changes in relation to the various pressures acting on the environment. In addition, in order to maximise the benefit of the system the JNCC will be working closely with partners to ensure that they make use of the facilities to mobilise data they have invested in and also integrate the data available into their systems, thus helping to ensure a continued flow of data through the systems.

The JNCC is currently reviewing its external communications strategy, and the JNCC website will have a key role to play in the delivery of this. In particular, over the next three years, this programme will focus on ensuring that the website provides a good overview of the JNCC strategy and provides ready access to JNCC advice, products and data that support this.

16.4 Planned resources

<i>All figures are £k</i>	2005/06 out-turn	2006/07 business plan	2007/08	2008/09	2009/10
Direct expenditure		175	95	90	52
Salaries		245	252	244	252
Total		420	347	334	304
Grant-in-aid		308	314	315	304
Other income		112	33	19	0
Total		420	347	334	334

16.5 Performance targets

Programme targets

- Work with key suppliers of biological and geological diversity and other relevant data within the UK to set up efficient data management, licensing and exchange practices in order to ensure that, as more data are collected, they can be rapidly made available to, and integrated into, analyses being carried out by the JNCC
- Integrate data gathered at a UK scale with those available at wider geographic scales in order to assess the importance of the UK's biological and geological diversity at

European and global scales and to allow changes at the UK scale to be compared with those at broader geographical scales

- Ensure effective use of the web in providing access to and disseminating data and information to JNCC partners, including the outputs of analyses

Key performance indicators

- By March 2009, increase the volume of data available through the NBN Gateway to 35 million records
- By March 2009, complete the restructuring of the JNCC website to better reflect the JNCC's strategy and establish a reliable on-going editorial process to maintain its currency

17. POLICY-RELEVANT INFORMATION AND REPORTING

17.1 Context

This programme relates to the 'provision of information' strategic objective and relies on the Surveillance and Monitoring and Access to Information programmes to supply appropriate data. It also links to the Global, European and UK Advice programmes, as well as the Environmental Pressures programme, which all create a demand for policy-relevant information. A common focus for advice and information is needed to maximise the benefits from the linkages between programmes and this will be provided through the work the JNCC is doing to identify human activities and pressures having the greatest impact on biodiversity.

The collective contribution of the three JNCC information programmes to the UK vision for nature conservation, and the associated strategic objective relating to the provision of information, is being guided through the development of a strategy for surveillance, reporting and research. The Policy-relevant Information and Reporting programme will develop its programme of work within the framework provided by this strategy.

Other key drivers for the work include the various reporting obligations that arise from Multilateral Environmental Agreements (MEAs), European Directives, the UK Biodiversity Action Plan (BAP) and other legal and policy instruments. The programme will consider these reporting requirements for information alongside the much wider application of information needed to support advice on UK and international nature conservation.

The objective of the programme is to produce information relevant to the development and implementation of policy needed to address the negative impacts on UK biodiversity. This will be achieved by:

- identifying and prioritising the needs for evidence to support policy, the nature of the information needed and the possible responses to the evidence;
- making information on the status and trends of UK biodiversity easily accessible and appropriate for the purposes of reporting and policy development;
- delivering policy-relevant information by undertaking analyses that reliably relate changes in biodiversity to the drivers of change and to policy issues.

The information needed to support biodiversity policy and reporting is diverse: diverse in terms of the types of information arising from research, surveillance and expert knowledge; diverse in the many sources of information, both from government and non-government bodies; and diverse in the many types of use, and hence formats, to which the information needs to be applied. One of the main challenges facing this programme will be to orchestrate the efficient flow of information from source to use.

The government commitment to evidence-based policy and decision making, and the growing awareness in all sectors of the need to make sustainable development a reality, are both significant opportunities for this programme. Sustainable development demands that biodiversity information is understood and used by many more sectors than is currently the case and this inevitably means the information will need to be reported and communicated in different ways.

17.2 Project portfolio

Biodiversity research co-ordination

This project aims to improve the evidence-base to support policy advice within the JNCC through the provision of research results and co-ordination of biodiversity research.

UK Biodiversity Action Plan support

This project provides information and advice to facilitate efficient implementation of the UK BAP and associated country biodiversity strategies.

Harmonisation of reporting

The aim of this project is to reduce the burden of international biodiversity reporting, and to make the reports more outcome-orientated, e.g. through the use of indicators.

Wildlife statistics – the Nature Barometer

This project will produce information relevant to the development and implementation of policy needed to address the negative impacts on UK biodiversity

Marine status assessment

This project supports the development of UK Marine Monitoring and Assessment Strategy (UK MMAS) assessment methods to help deliver biodiversity status and trend information needed to support marine conservation policy.

17.3 Scope

Over the next three years, this programme will aim to make all existing information available for use in supporting policy and ensure this information is regularly updated. Support for pressing policy issues will continue, in addition to regular reporting on the state and trends of UK biodiversity.

In 2007/08, the reporting and research elements of the JNCC's strategy for surveillance, reporting and research will be finalised and the work of this programme will then be focused in response to the strategy. Priorities are likely to include:

- collaborating with the Environmental Pressures programme to define and report evidence on the UK and international policies having most impact on biodiversity;
- increasing the availability of information relevant to the development of the UK MMAS;
- facilitating the use of policy-relevant information within the UK BAP, moving from the current focus on priority habitats and species to more comprehensively cover the information needs associated with implementation of the Convention on Biological Diversity and the country biodiversity strategies;
- increasing the use of policy-relevant information within international reporting and JNCC advice programmes;
- increasing the content and profile of research results within the evidence base.

In 2006, the JNCC launched the concept of the UK Nature Barometer. The barometer promotes and facilitates the use of information about how biodiversity in the UK is changing, as a means of identifying the pressures on the environment and the remedial actions needed. During the plan period, work will continue to add content to and update the Nature Barometer.

We will also seek to promote a greater understanding within the 'owners' of policy, of the availability of relevant information and to encourage the use of this information. From 2008 onwards, we will start the process of identifying gaps in the information needed to support policy and work with the other two information programmes and with the policy 'owners' to fill these gaps.

17.4 Planned resources

<i>All figures are £k</i>	2005/06 out-turn	2006/07 business plan	2007/08	2008/09	2009/10
Direct expenditure		28	27	28	28
Salaries		249	248	254	263
Total		277	275	282	291
Grant-in-aid		277	275	282	291
Other income		0	0	0	0
Total		277	275	282	291

17.5 Performance targets

Programme targets

- Produce timely, appropriate, understandable and useful information products to support the requirements of the JNCC for advice to Government and for reporting
- Ensure that biodiversity-relevant policy and reporting at UK and international scales is based on outcome-oriented evidence

Key performance indicators

- By March 2008, finalise the reporting and research components of the JNCC's strategy for surveillance, monitoring and research, and develop workplans for its implementation
- By March 2009, ensure that the Nature Barometer website is up to date and complete
- Produce annual reports on the status and trends of UK wildlife, including the causes of these trends
- Increase the policy relevance of biodiversity research, through continuing to support the work of the Biodiversity Research Advisory Group and other means, to ensure that research results contribute to the development and reporting of policy-relevant information

18. SUPPORT SERVICES

18.1 Context

This programme supports the strategic objective to provide flexible, high-quality services that enable the JNCC's other strategic objectives to be delivered as effectively and efficiently as possible. To this end, the aim of the programme is to ensure that the JNCC meets its statutory obligations and to support delivery of all the other programmes. The programme covers all the 'back-office' activities, such as corporate governance, human resources, financial management, office facilities and information technology, which support the other sections of the JNCC in meeting their objectives. However, the responsibilities are wider than just supporting the rest of the organisation. The programme is also responsible for meeting a number of the JNCC's statutory obligations, such as financial probity and reporting, employment law, health and safety at work, data protection, Freedom of Information Act enquiries, and reporting to Government.

There are a number of external influences which this programme must respond to, including:

- The Gershon efficiency review and similar initiatives in Scotland and Wales
- Legislative obligations, such as the Freedom of Information Act and Environmental Information Regulations
- Changes in accounting and employment requirements and procedures
- Government requirements for public bodies to meet environmental targets

18.2 Project portfolio

Communications

This project is responsible for promoting the work of the JNCC through publishing reports, arranging events and presentations, issuing press releases, and managing the contents of the JNCC website.

Corporate governance

This project provides efficient and effective corporate governance to support the delivery of the JNCC's strategy and to meet external accountability requirements.

Financial management

This project is responsible for the financial management and probity of the JNCC. This is achieved through the Financial Memorandum and associated financial procedures, which govern how the organisation manages and records its financial transactions and procures goods and services.

Day to day provision of IT services

This project provides computer power to all staff of the JNCC. Through a renewal programme the project maintains all hard- and software at an appropriate level to allow JNCC staff to achieve their objectives.

Enhancement & development of the IT network:

this project enhances the IT systems by implementing new programmes, applications or hardware on the JNCC network following technical and business appraisals, so that network services are up to date and appropriate to the JNCC's developing business.

Human resources

This project provides advice and guidance to managers and employees on matters relating to the employment of personnel. This includes advice to the Company Board and senior managers on the pay structure and awards.

Information management services

This project aims to introduce more efficient working practices for creating, saving and finding information within JNCC's electronic filing systems.

Office facilities – Peterborough

This project organises the office accommodation for all the Peterborough-based staff, currently located at Monkstone House, a modern office block near the city centre.

Office facilities – Aberdeen

This project is responsible for providing office accommodation for Aberdeen-based staff, who at present are based in a medium-sized house converted into offices. The accommodation is no longer fit for purpose because of the increase in staff numbers at Aberdeen, and the JNCC is examining options for other accommodation in the Aberdeen area.

Environmental management

This project evaluates and implements ways of reducing the environmental impact of the JNCC, complying with Government targets and best practice.

18.3 Scope

The main purpose of this programme is to assist the organisation in meeting its strategic objectives. However, there are two other significant aspects of the work of this programme. The first is to ensure that the JNCC is kept informed of new and potential legislative changes and that the effects of the changes are carefully evaluated.

The other important aspect is the ongoing search for efficiencies within the programme. In April 2005 the new JNCC Support Company was established and, at that time, the most important tasks were to ensure that the company had the appropriate procedures and processes to govern itself and operate and that the most cost-effective administrative procedures were adopted. Because the JNCC is relatively small, administrative overheads can be a larger ratio of costs than for larger organisations. We therefore strove to provide services in the most cost-effective and efficient manner, including through taking opportunities to share services. For example, calculation and payment of JNCC staff salaries is currently provided by Defra, and pensions advice is provided by the People, Pay and Pensions Agency. Other sharing opportunities currently being considered include sharing office accommodation and administrative functions with other organisations in Aberdeen and utilising Defra's training scheme.

Some of the routine back-office functions, including financial services, are still done in-house because it was considered that this provided the most effective method of delivery for the JNCC. This decision will be reviewed during the period of this corporate plan to ensure that the conclusion is still valid.

Investment in technology is also improving efficiency, and during 2006/07 the JNCC invested in a new computerised financial management information system which will improve the processing of financial transactions, including payment of travel and subsistence, payment of accounts and budgetary monitoring.

In addition to looking for economies, the Support Services programme is constantly examining its functions to ensure that they are still required and valued by managers in other

areas of the organisation. Over the period of this corporate plan a number of developments are planned with the aim of improving delivery of services and reducing costs.

18.4. Planned resources

<i>All figures are £k</i>	2005/06 out-turn	2006/07 business plan	2007/08	2008/09	2009/10
Direct Expenditure		914	867	917	873
Salaries		1063	1063	1071	1108
Total		1977	1930	1988	1981
Grant-in-aid		1905	1861	1916	1905
Other income		72	69	72	76
Total		1977	1930	1988	1981

18.5 Performance targets

Programme targets

- Provide a cost-effective and efficient service which ensures that the JNCC can meet its statutory and public sector obligations
- Provide a cost-effective and responsive service which assists JNCC's managers and Committee Members in meeting their objectives

Key performance indicators

- By March 2008, undertake a review of administrative staff and functions within the JNCC to ensure that administrative tasks are delivered in the most cost-effective manner and that managers are receiving the service that is required to meet their objectives
- By November 2007, develop an internal communications strategy to improve communications between sections within the JNCC thereby facilitating more joined-up working
- By March 2008, develop a business continuity action plan and maintain/test plans beyond this date so that the JNCC can always provide advice to Government departments and others on critical issues
- By March 2008, fully implement a stakeholder relationship management strategy to increase awareness and understanding of key nature conservation issues, priorities and required action and to better engage stakeholders in decisions by or affecting the JNCC
- By March 2009, conduct a high-level review of the JNCC's corporate strategy
- By March 2010, develop a funding strategy, examining the opportunities to fund work from external sources where appropriate so as to obtain the resources necessary to fulfil the corporate strategy
- By March 2010, migrate and evaluate the JNCC's historical electronic information into a shared filing system to improving data retrieval and improve working practices

- By March 2009, prepare a staffing strategy for the JNCC to ensure that the JNCC has the appropriate mix of skills and experience within its staff complement to meet its objectives and to assist with recruitment of new staff by defining the competences required
- By July 2007, develop a Green Travel Plan for the Peterborough Office
- By March 2010, achieve full accreditation and implementation of Environmental Management System (BS8555) and reporting
- By September 2007, prepare a plan for the relocation of the Aberdeen Office