



**JNCC BUSINESS PLAN FOR 2009/10
December 2008**

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JOINT NATURE CONSERVATION COMMITTEE

JNCC BUSINESS PLAN FOR 2009/10

Paper by Marcus Yeo and Sue McQueen

1. Background

- 1.1 JNCC's current corporate plan¹ covers the three-year period 2008-11. The business plan for 2009/10 builds on this and provides more detail for the second year of the corporate plan. Amendments have been made to reflect changing priorities, JNCC's new strategy and other factors.
- 1.2 This paper provides an overview of the 2009/10 business plan. Annex 1 contains summary information for each programme, comprising:
- i. programme targets and key performance indicators;
 - ii. significant changes from the 2008-11 corporate plan;
 - iii. planned resources;

2. Funding

- 2.1 Government has indicated that JNCC's core financial settlement for 2009/10 will be the same as for 2008/09, i.e. £7.763 million (£1.920 million from Defra for 'reserved' functions and £5.843 million jointly provided by Defra and the devolved administrations for 'UK co-ordination' activities). Inflation and salary increases will have to be absorbed within this flat cash settlement.

All figures in £k	2008/09	2009/10
Defra (direct funding)	1,920	1,920
Defra (through Natural England)	2,878	2,878
Scottish Government (through Scottish Natural Heritage)	1,695	1,695
Welsh Assembly Government (through the Countryside Council for Wales)	847	847
Department of the Environment, Northern Ireland	423	423
Total	7,763	7,763

- 2.2 The following table shows how resources will be allocated across programmes.

¹ Available at http://www.jncc.gov.uk/pdf/jncc_cplan08-11.pdf

All figures in £k	2008/09	2009/10
Global Advice	155	155
Overseas Territories and Crown Dependencies	135	135
UK's Global Impacts	112	77
European Advice	524	503
Sustainability Advice	210	206
Marine Management Advice	413	432
Marine Mapping and Area Protection	1,643	1,655
Conservation Advice	479	439
Surveillance and Monitoring	1,549	1,611
Access to Information	300	318
Policy-Relevant Information and Reporting	344	334
Governance and Corporate Services	1,899	1,898
Total	7,763	7,763

2.3 Discussions with Defra are ongoing regarding the provision of additional funding for specific areas of work, notably marine surveillance, identification of Marine Conservation Zones and biodiversity conservation in the Overseas Territories. Until these discussions are concluded the relevant parts of the business plan will remain provisional.

3. Priorities

3.1 Defra and the devolved administrations have confirmed that the priorities set out in the 2008-11 corporate plan remain valid for 2009/10 and that there are no new requirements or significant changes.

3.2 The evolving JNCC strategy indicates some significant changes to the organisation's future work. Joint Committee discussions have confirmed that JNCC's core roles should be advising on nature conservation internationally and beyond territorial waters, and ensuring there is a robust evidence base to support devolved decision-making within the UK. However, there is a diminishing need for UK conservation standards and co-ordination (except on matters relating to the UK as an EU Member State and reserved matters) and little requirement for UK policy advice. As far as possible, these changes have been reflected in the business plan. However, some changes can only be implemented over a longer time period.

3.3 The main changes from the corporate plan for 2008-11 are:

- i. decreased input to co-ordination and standard setting within the UK (reflecting devolved responsibilities), e.g. UK Biodiversity Action Plan, non-native species, landscape management and energy and climate change;
- ii. enhanced support for nature conservation in the marine environment (subject to additional Government funding being secured), in particular, developing a monitoring programme for marine biodiversity, identifying a network of Marine Conservation Zones in the offshore zone, and providing advice on the impacts of offshore industry;
- iii. greater effort to strengthen links between European/global initiatives and nature conservation implementation within the UK, e.g. horizon scanning and data analysis at international scales;
- iv. a sharper focus on providing evidence from surveillance programmes and other sources that can directly support the advisory priorities of JNCC and the country conservation bodies;
- v. decreased input to areas of work no longer considered to be a strategic priority, e.g. pesticides and wider European initiatives.

3.4 The main outputs over the business plan period are summarised below.

- i. *Scientific input to support the target to reduce significantly the rate of global biodiversity loss by 2010*
 - Input to key meetings of multilateral environmental agreements, in particular the Convention on Biological Diversity, the Bonn Convention, the Convention on International Trade in Endangered Species and the Ramsar Convention, and to the development of an effective science-policy interface for international biodiversity decision taking
 - Advice on nature conservation in the UK's Overseas Territories, focusing on climate change, non-native species and other issues identified in recent review of priorities
 - An annual overview of the links between UK (and devolved) economies and global biodiversity impacts, and a website providing Government and other users with global trade and investment statistics and summary information on biodiversity in priority countries
 - Advice to support the development and implementation of EU policy and legislation affecting the environment, including the Marine Strategy Framework Directive, the Common Fisheries Policy, the Renewable Energy Directive and territorial cohesion

- ii. *Support for marine nature conservation beyond territorial waters*
- Statutory advice to industry and regulators on licensed activities that affect the marine environment, including oil and gas activities, marine renewables and aggregate extraction
 - Recommendations to Government on a coherent network of Marine Protected Areas beyond territorial waters, including Special Areas of Conservation, Special Protection Areas and, subject to additional funding, Marine Conservation Zones, sufficient to meet the UK's EU and international obligations
 - Progress towards a strategic framework for marine biodiversity surveillance and monitoring that delivers all policy and statutory obligations cost-effectively, subject to additional funding.
- iii. *Evidence to support environmental decision-taking and policy development within the UK*
- UK-wide assessments on the status of and trends in invertebrates, plants, mammals and birds, as a contribution to implementation of a terrestrial biodiversity sampling strategy
 - Information that integrates research results, surveillance and monitoring data and published materials to assist JNCC, country conservation bodies and others to meet their biodiversity evidence requirements
 - Continued support for the maintenance and development of the National Biodiversity Network, as a key mechanism for providing access to information on UK biodiversity
- iv. *Tools, approaches and common standards to support nature conservation within the four countries of the UK*
- Support for the European work of the country conservation bodies by providing high-quality intelligence and analysis on EU policy and legislation affecting the environment
 - Tools to support application of the ecosystem approach and the valuation of ecosystem goods and services, including input to The Economics of Ecosystems and Biodiversity project and preparation of a policy/decision makers guide to the ecosystem approach
 - Updated broad-scale habitat maps for UK waters for multiple applications in nature conservation and environmental management
 - Support for a review of the terrestrial SPA network

4. Next steps

- 4.1 In January and February JNCC staff will consult on the draft business plan with Defra, other UK Government departments, the devolved administrations and the country conservation bodies.
- 4.2 The plan will be amended in light of consultation and also to reflect confirmation of income levels, and internal work to refine targets and assess risks. A final draft of the plan will be submitted for endorsement to the March meeting of the Joint Committee. The plan will then be submitted to Government for formal ministerial approval.

Annex 1. Summary programme information

1. Global Advice

Programme targets

- Provide high-quality scientific support to enable effective UK implementation of multilateral environmental agreements (MEAs), focusing on those MEAs that deliver the greatest nature conservation benefits.
- Provide high-quality, timely advice in support of the global conservation of biological and geological diversity, paying particular attention to the target of significantly reducing the rate of global biodiversity loss by 2010 and relevant parts of the Government's Public Service Agreement (PSA) relating to the Millennium Development Goals.

Provisional key performance indicators for 2009/10

- Provide evidence-based scientific support to Government with respect to the Inter-Departmental Ministerial Group on Ecosystems and Biodiversity and to priority multilateral environmental agreements, seeking to take a thematic approach across Conventions:
 - provide input to key meetings of MEAs, in particular the Convention on Biological Diversity, the Bonn Convention, the Convention on International Trade in Endangered Species and the Ramsar Convention;
 - in spring 2009, organise for key stakeholders an event to provide feedback from recent MEA Conferences of the Parties and to identify key emerging issues and actions the UK may need to take to address these multilaterally.
- Provide, to agreed service standards, high-quality advice to Animal Health on approximately 20,000 CITES licence consultations *per annum*.

Main changes from 2008-11 corporate plan

- Achieve stronger links between global environmental agreements and devolved implementation within the UK, through horizon scanning, analysis and provision of structured feedback to country conservation bodies.
- Develop advice to Government on biodiversity aspects of global forestry policy and timber trade.
- Stop provision of secretariat support for the IUCN UK Committee.

All figures are £k	2008/09	2009/10
Direct expenditure	62	56
Staff costs	274	270
Total	336	326
Core Government funding	155	155
Other income	181	171
Total	336	326

2. Overseas Territories and Crown Dependencies Programme targets

Programme Targets

- Provide, to UK Government departments, the Governments of the Overseas Territories and Crown Dependencies and others, timely and sound advice to support the achievement of the 2010 biodiversity target, the progressing of Environment Charters, and the implementation of multilateral environmental agreements.

Provisional key performance indicators for 2009/10

- Provide advice to Overseas Territory governments and others on key nature conservation issues:
 - Take forward recommendations from the costed assessment of priorities for nature conservation in the Overseas Territories prepared for the Inter-Departmental Ministerial Group on Ecosystems and Biodiversity (IDMGEB)²;
 - by December 2009, develop practical advice on adaptation to climate change within one region/territory (to be extended to other Territories as demand requires by December 2010);
 - By March 2010, develop a costed action plan to address priority issues relating to non-native species in the overseas Territories and crown Dependencies.
- By March 2010, facilitate with the UK science community a programme to address Overseas Territories and Crown Dependencies research priorities.
- Provide information, guidance and training to Governments of the Overseas Territories and Crown Dependencies and others on funding sources for nature conservation projects.

Main changes from 2008-11 corporate plan

- New work to identify funding opportunities for nature conservation in the Overseas Territories (funded by the Overseas Territories Environment Programme).

All figures in £k	2008/09	2009/10
Direct expenditure	80	60
Staff costs	119	126
Total	199	186
Core Government funding	135	135
Other income	64	51
Total	199	186

² Scope of work will be dependent on decisions made by the IDMGEB in January 2009 and whether additional funding is made available by Government

3. UK's Global Impacts

Programme targets

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

Provisional key performance indicators for 2009/10

- Publish an annual overview of the links between UK (and devolved) economies and global biodiversity impacts, and thematic reports on trade in forest and food products, foreign direct investment, and biofuels.
- Maintain a website providing Government and other users with global trade and investment statistics and summary information on biodiversity in priority countries, and by March 2010 transfer selected content to the main JNCC website.

Main changes from 2008-11 corporate plan

- Sharper focus on selected global regions (South America, Sub-Saharan Africa and the EU's near neighbours to the east) and economic themes (UK Foreign Direct Investment, trade in biofuels, trade in foodstuffs and trade in forest products)
- Identification of emerging issues and production of an annual global overview, reporting on the links between the UK economy and key overseas ecosystems.

All figures in £k	2008/09	2009/10
Direct expenditure	48	23
Staff costs	64	54
Total	112	77
Core Government funding	112	77
Other income	0	0
Total	112	77

4. European Advice

Programme targets

- Inform the work of JNCC, the country conservation bodies, UK Government and devolved administrations by providing intelligence on the development of EU policy and legislation for or affecting the environment and identifying emerging issues.
- Provide evidence-based advice to encourage the integration of sustainable development principles, the ecosystem approach and the protection of biodiversity within the development of EU policies and legislation.

Provisional key performance indicators for 2009/10

- Ensure that intelligence on priority policy areas (climate change, energy, land use, maritime) is effectively disseminated to the country conservation bodies and other key stakeholders, including through online systems.
- Assess the implications for nature conservation of the formation of a new European Commission and Parliament in 2009 Provide advice to Government on emerging EU policy proposals on agriculture, territorial cohesion, energy and transport.
- Provide advice to Government on emerging EU policy proposals on agriculture, territorial cohesion, energy and transport.
- Contribute to streamlining and harmonisation of biodiversity information to support analyses of the effectiveness of the nature Directives and the EU Biodiversity Action Plan.

Main changes from 2008-11 corporate plan

- The priorities for the new European Commission beyond 2009 and the likely position of the European Parliament on key issues are unknown at present, but will have impacts on the future focus of JNCC's European work.
- Work in wider Europe (i.e. beyond the EU) will be reduced and will be restricted to advice to Defra on the Bern Convention and the Pan-European Biological and Landscape Diversity Strategy.

All figures in £k	2008/09	2009/10
Direct expenditure	181	161
Staff costs	378	378
Total	559	539
Core Government funding	524	503
Other income	35	36
Total	559	539

5. Sustainability Advice

Programme target

- Provide high-quality, timely advice to the UK Government, devolved administrations and others on the sustainable use of natural resources, focusing on the goods and services provided by the environment that contribute to human well-being.

Provisional key performance indicators for 2009/10

- By August 2009, work with the secretariat of the Convention on Biological Diversity, IUCN and other international partners to develop a policy/decision makers guide to the ecosystem approach.
- Work with Defra to ensure that links are made between the National Ecosystem Assessment and international initiatives such as the European Environment Agency's EURECA project and further

work under the Millennium Ecosystem Assessment Work with Defra and the project secretariat to assist with the development of The Economics of Ecosystems and Biodiversity project (final outputs to be produced by October 2010).

Main changes from 2008-11 corporate plan

- Refocus programme on international aspects of sustainability, maintaining an input to domestic work only where there is a strong policy driver

- Stop work on GMOs and pesticides.

All figures in £k	2008/09	2009/10
Direct expenditure	91	77
Staff costs	144	144
Total	236	221
Core Government funding	210	206
Other income	25	15
Total	235	221

6. Marine Management Advice

Programme targets

- Deliver high-quality, timely 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 advice on casework concerning UK marine activities affecting nature conservation.

- Provide advice on management requirements and conservation objectives for offshore marine protected areas.

Provisional key performance indicators for 2009/10

- Ensure that 95% of requests for statutory advice on offshore industries are responded fully to within the relevant consultation period.

- Provide advice on offshore marine protected areas.
 - by August 2009, report to Defra on the second public consultation on offshore SACs; consult and report on a third tranche of offshore sites, including Impact Assessment for each site,;

 - develop and communicate conservation objectives and Operations Advice on offshore SACs and SPAs as they are recommended to Government and within 12 months of their notification to the European Commission;

 - by March 2010, develop and communicate national guidance for the development of conservation objectives and advice on Marine Conservation Zones, subject to additional funding;

- By September 2009, start to implement an inter-agency influencing strategy for the 2012 review of the Common Fisheries Policy.

Main changes from 2008-11 corporate plan

- Likely increase in requirement to advise on offshore industries with the drive to further develop the marine environment for activities such as marine renewables.
- New work to provide advice on Marine Conservation Zones (subject to provision of additional funding by Defra).

All figures in £k	2008/09	2009/10
Direct expenditure	110	20
Staff costs	418	492
Total	528	512
Core Government funding	413	432
Other income	115	80 ³
Total	528	512

7. Marine Management and Area Protection

Programme targets

- Support strategic planning, decision-making and improved management of the marine environment through the provision of marine habitat maps for UK and European waters, together with information and advice on the impacts of human activities.
- Identify a series of marine protected areas (MPAs) in UK offshore waters, as a contribution to national and international policy obligations for an ecologically coherent network of MPAs.

Provisional key performance indicators for 2009/10

- Recommend to Government a series of SACs in offshore waters: by March 2010, complete new survey and analysis of potential sites in offshore waters to enable the identification of a set of offshore SACs to fulfil Habitats Directive obligations.
- Recommend to Government a series of SPAs in offshore waters, in conjunction with parallel work by the country conservation bodies in inshore waters (based upon survey and analyses by JNCC), to fulfil Birds Directive obligations. By March 2011:
 - complete analyses in respect of possible offshore SPAs and a further 15 inshore potential SPAs;
 - complete work aimed at identifying marine SPAs for breeding terns;
 - deliver advice on possible marine SPAs for breeding red-throated divers;

³ Additional funding has been sought to maintain work on oil and gas and renewables.

- identify a provisional network of marine SPAs in UK waters.
- By December 2009, recommend to Government a third tranche of MPAs for UK waters that will contribute to the UK’s obligation to establish a network of ecologically-coherent and well-managed MPAs in the OSPAR area by 2010.
- By December 2009, provide an updated broad-scale habitat map for UK waters, based on newly-available physical datasets and improved modelling techniques.
- By March 2010, acquire, develop or obtain access to data sets on human uses of the marine environment and their pressures to support the assessment and management of the wider marine environment and MPAs⁴
- By December 2010, contribute to the development of a biodiversity assessment and monitoring strategy for OSPAR waters, which takes account of monitoring of species and habitats on the OSPAR List, EcoQOs, MPAs and anticipated Marine Strategy Framework Directive requirements.
- By March 2011, recommend a suite of marine conservation zones (MCZs) to the Appropriate Authority to comply with the requirements by the UK Marine and Coastal Access Act 2009 (subject to additional funding).

Main changes from 2008-11 corporate plan

- Unless additional funding is secured, effort will be reduced in the following areas:
 - development of actions and measures to protect priority species and habitats on the OSPAR List;
 - establishment of sustainable mechanisms on flow of new data on habitat maps into the MESH webGIS
 - development of impact and sensitivity information and maps to support MPA management and provide biodiversity advice for marine spatial planning and monitoring programme;
 - development of standards for survey and monitoring data collection.

All figures in £k	2008/09	2009/10
Direct expenditure	775	735
Staff costs	1,020	1,020
Total	1,795	1755
Core Government funding	1,643	1655
Other income	152	100 ⁵
Total	1,795	1755

⁴ Scope of work will be dependent on decisions made by the IDMGEb in January 2009 and whether additional funding is made available by Government.

⁵ £990k additional funding has been sought for an MCZ programme. Additional income will be required from the UK conservation agencies if ongoing support is required for inshore SPAs.

8. Conservation Advice (previously Conservation Standards)

Programme targets

New targets to be drafted to reflect revised strategy.

Provisional key performance indicators for 2009/10

- By June 2009, complete a review of JNCC's future role in setting UK-wide standards, in collaboration with the country conservation bodies and Government:
 - by March 2010, complete a review of the terrestrial SPA network⁶;
 - by June 2009, assess the need for revision of the guidance for selection of biological SSSIs, and by March 2010 complete agreed revisions.
 - complete the preparation of written text for a further four volumes of the Geological Conservation Review series.

Main changes from 2008-11 corporate plan

- Programme will be restructured around three broad areas: geoconservation, ecosystem functions and standards.
- Reduced input to co-ordination of nature conservation implementation within the UK.
- Review of JNCC's 'common standards' role.
- New target for review of UK SPA network and revision of SSSI selection guidelines.

All figures in £k	2008/09	2009/10
Direct expenditure	261	221
Staff costs	228	228
Total	489	449
Core Government funding	479	439
Other income	10	10
Total	489	449

9. Surveillance and monitoring

Programme targets

- Develop a strategic framework for marine biodiversity surveillance and monitoring that delivers all policy and statutory obligations cost-effectively, and focuses on the most important adverse impacts from human activities to prioritise effort.

⁶ depending on the scope of the review additional funding may be required.

- Deliver marine biodiversity surveillance and monitoring beyond 12 nautical miles using the strategy framework to meet Natura 2000 and other biodiversity policy requirements, subject to additional funding.
- Maintain the strategy for terrestrial and freshwater biodiversity surveillance and monitoring, by helping stakeholders evaluate new policy and statutory evidence needs, integrating these within the framework, and determining what adjustments to surveillance they, or others, might need to make.
- In collaboration with key partners, deliver terrestrial and freshwater surveillance and monitoring, where local, country and UK stakeholders recognise the value of a single solution which provides data and analysis at the scales they require.

Provisional key performance indicators for 2009/10

- By March 2011, recommend an operational monitoring programme for marine habitats, birds, cetaceans and other features that meets Marine Strategy Framework Directive, Natura 2000 and OSPAR requirements, subject to additional funding.
- By December 2009, determine how well existing surveillance and monitoring contributes to policy evidence needs for climate change, land use and pollution, and identify changes needed to ensure they meet local, country and UK requirements.
- By September 2010, facilitate the application of the biodiversity surveillance strategy principles and framework within country programmes.
- By March 2010, complete a review of the bird surveillance portfolio of the programme and identify its fit with the surveillance strategy.
- By March 2011, determine whether remote sensing and other new approaches can provide a cost-effective way of meeting habitat evidence gaps.

Main changes from 2008-11 corporate plan

- Substantially increased funding from Defra (not yet confirmed) to support development of a strategic framework for marine biodiversity surveillance and monitoring.
- Enhanced effort to support application of biodiversity surveillance strategy at country level.
- Enhanced advice on the fit of UK biodiversity surveillance in European and global frameworks.
- Reduced support for global waterfowl census.
- Stop support for ecotoxicology surveillance.

All Figures in £k	2008/09	2009/10
Direct expenditure	1,094	1157
Staff costs	494	494
Total	1,588	1651
Core Government funding	1,549	1611

Other income	39	40 ⁷
Total	1,588	1651

10. Access to Information

Programme targets

- Work with key suppliers of biological and geological diversity and other relevant data within, and beyond, the UK to set up efficient data management, licensing and exchange practices to ensure that, as more data are collected, they can be rapidly made available to, and integrated into, nature conservation practice.
- 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 internet in providing access to data and information to JNCC's partners, including the outputs of analyses.

Provisional key performance indicators for 2009/10

- By March 2011, ensure that there are no significant technological barriers to efficient data capture and exchange of biodiversity data across the voluntary sector in the UK; by March 2010:
 - review how the current suite of tools and guidance are supporting biodiversity data flow and quality within the UK and develop an action plan (agreed across the country conservation bodies) for how it can be improved;
 - pilot a trial of data exchange and verification between a national scheme and a selection of local record centres;
 - extend the capability of the NBN to meet basic requirements for the exchange and use of habitat data;
- By March 2010, review the barriers to the flow of biodiversity data across Europe and identify any generic action needed to address this, focusing on the potential reuse of tools and standards developed within the UK.
- By March 2010, restructure the JNCC website to reflect the JNCC's refreshed strategy and establish a reliable on-going editorial process to maintain its currency.

Main changes from 2008-11 corporate plan

- Consolidation of UK work on standards and tools and more piloting of these (will help to maximise investment by the country conservation bodies in the voluntary data collation sector).
- Greater focus on accessing data to support work at European and wider geographical scales, and in particular whether the tools and standards that have been developed within the UK could be used to accelerate or improve data availability at these scales.

⁷ £550k additional funding has been sought for a marine surveillance programme.

- Target to revise JNCC’s website deferred from 2008/09.

All Figures in £k	2008/09	2009/10
Direct expenditure	222	210
Staff costs	276	276
Total	498	486
Core Government funding	300	318
Other income	198	168
Total	498	486

11. Policy relevant information and reporting

Programme targets

- Produce high-quality information products to support the requirements of JNCC for advice to UK Government and devolved administrations and for reporting purposes.
- Ensure that policy development and reporting relevant to the conservation of biodiversity and geodiversity at UK and international scales is based on outcome-oriented evidence.
- Provide advice on European and global initiatives to develop a more robust evidence base for biodiversity conservation

Provisional key performance indicators for 2009/10

- Provide information that integrates research results, surveillance and monitoring data and published materials to assist JNCC, country conservation bodies and others to meet their biodiversity evidence requirements:
 - contribute to *Charting Progress 2* and use this as an opportunity to improve the availability and accessibility of marine information;
 - provide evidence to support JNCC’s and country conservation bodies’ advice on invasive alien species, climate change and CAP reform;
 - compile evidence to support country implementation of priority habitat and species action plans, to assist reporting on the outcome of biodiversity actions, and to start the process of agreeing how to measure success;
- Contribute to the establishment of a more effective science-policy interface for international biodiversity decision taking; by March 2010:
 - develop and promote an overarching strategy and view of how existing international science initiatives fit together;
 - contribute to and influence international surveillance and monitoring initiatives such as GEO-BON;
 - ensure information is collated and accessible at appropriate international scales through initiatives such as GBIF;

- influence the design of international reports and assessments that feed the science and evidence into decision taking processes, including follow-up to the Millennium Ecosystem Assessment;
- participate in the development and work of international science bodies and platforms such as IPBES.
- By March 2010, identify the most effective options for undertaking research to meet the needs of JNCC, and nature conservation more broadly, and start to influence research funding bodies and researchers accordingly:
 - provide an effective interface with the Living with Environmental Change (LWEC) research programme;
 - develop and implement a system for capturing emerging research priorities;
 - engaging with international biodiversity research programmes.

Main changes from 2008-11 corporate plan

- No involvement in the Environmental Research Funders Forum.
- Significantly reduced support for UK BAP as delivery is increasingly undertaken at country level.
- Greater engagement in global initiatives to develop a more effective science-policy interface.
- Sharper focus on providing evidence to support priorities for policy influencing.

All Figures in £k	2008/09	2009/10
Direct expenditure	39	29
Staff costs	305	305
Total	344	334
Core Government funding	344	334
Other income	0	0
Total	344	334

12. Governance and Support Services

Programme targets

- Provide a cost-effective and efficient service that ensures that JNCC can meet its statutory and public sector obligations, and that supports JNCC staff and Joint Committee members in meeting their objectives.
- Undertake a process of continuous improvements to reduce the cost of the programme.

Provisional key performance indicators for 2009/10

- Restructure the programme in line with the results of the review undertaken in 2009
- Migrate JNCC's historical electronic information into a shared filing system to improve data retrieval and working practices
- Implement changes to JNCC's governance arrangements in line with the strategy review.

Main changes from 2008-11 corporate plan

- No significant changes.

All Figures in £k	2008/09	2009/10
Direct expenditure	916	917
Staff costs	1,054	1,054
Total	1,970	1971
Core Government funding	1,899	1898
Other income	71	73
Total	1,970	1971