



JNCC CORPORATE PLAN 2008-2011

EXECUTIVE SUMMARY

1. The corporate plan for 2008-11 sets out how JNCC will fulfil its role as a statutory advisor to the UK Government and devolved administrations and in this way contribute to UK and international nature conservation.
2. One of JNCC's primary responsibilities is to provide advice to Defra and other Westminster departments. In this respect, advice on nature conservation beyond the UK and in the marine zone beyond territorial waters is particularly important, and this ('reserved') work is funded directly by UK Government. Responsibilities for nature conservation within the UK are largely devolved, and JNCC plays an important role in supporting the work of the UK conservation bodies and devolved administrations, e.g. by providing a UK and international context for the development of devolved policies and ensuring that UK positions on international issues are adequately informed by devolved concerns. These aspects of JNCC's work ('UK co-ordination') are funded jointly by the four UK administrations.
3. JNCC's mission is to add value to the work of the UK Government, devolved administrations and other organisations, so that across the UK and internationally the protection and enrichment of our wildlife and natural features is comprehensive, effective, evidence-based and forward-looking. JNCC's strategic objectives focus on the priority issues for JNCC up to 2014. We will:
 - *ensure that the UK Government, devolved administrations 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;*
 - *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;*
 - *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;*
 - *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);*
 - *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;*
 - *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;*

- *provide flexible, high-quality services that enable the JNCC's strategic objectives to be delivered as effectively and efficiently as possible.*
4. JNCC's corporate plan for 2008-11 is based on a financial settlement of £7.763 million for 2008/09¹. Within the settlement, £1.920 million will be provided by Defra for 'reserved items'; the remaining £5.843 million will be jointly provided by Defra and the devolved administrations for 'UK co-ordination' activities.
5. The main outputs over the corporate plan period are:

Reserved work

- Support for achievement of the target to reduce significantly the rate of global biodiversity loss by 2010:
 - high-quality scientific input to Conferences of the Parties for the Convention on Biological Diversity, the Convention on Migratory Species and the Convention on International Trade in Endangered Species;
 - advice on nature conservation in the UK's Overseas Territories, focusing on priorities identified by the Inter-Departmental Ministerial Group on Biodiversity;
 - a website providing Government and other users with global trade and investment statistics and summary information on biodiversity in priority countries, in support of measures to mitigate the negative impacts of UK activities on global biodiversity;
 - high-quality advice to support the development and implementation of EU policy and legislation affecting the environment, including the Habitats Directive, the Birds Directive, the Marine Strategy Framework Directive, the Renewable Energy Directive and the White Paper on adaptation to climate change.
- 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 Marine Conservation Zones, sufficient to meet the UK's EU and international obligations;

¹ At the time of writing, indicative funding levels for 2009/10 and 2011/12 have yet to be agreed. Financial information for these years throughout the plan will be refined once funding levels have been determined.

- support for the development of a UK Marine Monitoring and Assessment strategy, including contributions to status assessments required for *Charting Progress 2* and the OSPAR Convention.

UK co-ordination work

- Tools, approaches and common standards to support nature conservation within the four countries of the UK:
 - support for the European work of the UK conservation bodies by providing high-quality intelligence and analysis on EU policy and legislation affecting the environment;
 - tools to support the application of the ecosystem approach within the UK and internationally, including tools for the valuation of ecosystem services;
 - updated maps for UK waters of habitats of conservation importance for multiple applications in nature conservation and environmental management;
 - robust information on the status of interest features on protected nature conservation sites across the UK;
 - in collaboration with Defra, publication of UK indicators measuring progress towards the 2010 biodiversity target;
 - guidance on the management of broad habitat types, encompassing the conservation needs of associated species, and the management of landscape/ecosystem types.
- Evidence to support environmental decision-taking and policy development within the UK:
 - regular 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;
 - 35 million records available through the National Biodiversity Network Gateway;
 - an updated UK Nature Barometer, providing evidence on changes in UK biodiversity and the drivers of this change;
 - an enhanced evidence base for environmental policy development, through the identification and delivery of priority research needs.
- Ongoing efficiency savings to reduce the costs of JNCC's support services, including reducing expenditure by 2.5% in the first year of the plan .

2. INTRODUCTION

2.1 Scope

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

The JNCC delivers the UK and international responsibilities of the Council for Nature Conservation and the Countryside (CNCC)², 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.

The 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.

The corporate plan for 2008-11 sets out how JNCC will fulfil its role as statutory advisor to the UK Government and devolved administrations, and in this way contribute to nature conservation nationally and internationally.

One of JNCC's primary responsibilities is to provide advice to Defra and other Westminster departments. In this respect, advice on nature conservation beyond the UK and in the marine zone beyond territorial waters is particularly important, and this ('reserved') work is funded directly by UK Government. Responsibilities for nature conservation within the UK are largely devolved, and JNCC plays an important role in supporting the work of the UK conservation bodies and devolved administrations, e.g. by providing a UK and international

² The Council for Nature Conservation and the Countryside is a statutory advisory body to the Department of the Environment in Northern Ireland. The Environment and Heritage Service is an executive agency which advises on, and implements, the Government's environmental policy and strategy in Northern Ireland.

context for the development of devolved policies and ensuring that UK positions on international issues are adequately informed by devolved concerns. These aspects of JNCC's work ('UK co-ordination') are funded jointly by the four UK administrations. Government's approach to biodiversity conservation within the UK's devolved framework is set out in *Conserving Biodiversity – the UK Approach*.

2.2 Strategic direction

2.2.1 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.

2.2.2 JNCC's mission

JNCC's mission is to add value to the work of the UK Government, devolved administrations and other organisations, so that across the UK and internationally the protection and enrichment of our wildlife and natural features is comprehensive, effective, evidence-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 JNCC's strategic objectives

JNCC's strategic objectives focus on the priority issues for the JNCC up to 2014. We will:

- *ensure that the UK Government, devolved administrations 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;*

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

2.2.4 Funding priorities for 2008-11

JNCC's corporate plan for 2008-11 is based on a financial settlement of £7.763 million for 2008/09 and indicative allocations at the same level for the following two years (see section 4.1.1). Within the settlement, £1.920 million will be provided by Defra for 'reserved items'; the remaining £5.843 million will be jointly provided by Defra and the devolved administrations for 'UK co-ordination' activities.

The UK co-ordination funding settlement for 2008/09 is a reduction on 2007/08 and a number of changes will be made to our previous plans to respond to this, while supporting new priorities where possible.

We will continue to seek more efficient and effective ways of delivering products and services, and will also reduce or slow down those elements of our programmes of lower priority for our stakeholders. For instance, we will:

- begin to align our surveillance programme with our new surveillance strategy, which will make optimum use of available resources;
- reduce effort on activity-based reporting and focus on outcome-based reporting;
- seek to reduce the cost of inter-agency networks supported by JNCC, where this can be achieved without compromising their effectiveness;
- curtail further development of common standards, such as habitat classifications;

- complete publication of the Geological Conservation Review at reduced cost; and
- continue to deliver internal services as efficiently as possible, including reducing expenditure by 2.5% in the first year of the plan .

Some of the resources saved in this way will be used to:

- enhance support for sustainable development through the integration of biodiversity and geodiversity considerations into other sectors, in particular by increasing work on climate change and the links between nature and society;
- enhance support for co-ordination of biodiversity research to improve the evidence base to support policy advice within JNCC, the UK conservation bodies, UK Government and devolved administrations;
- implement the external communications strategy, in particular redevelopment of the JNCC website;
- begin to implement improved information management practices in JNCC.

The reserved funding settlement will enable us to pursue the following priorities for this component of our work:

- supporting the protection of marine biodiversity in offshore areas through implementation of EU directives and international agreements, and enhancement of our knowledge base;
- contributing to the conservation of global biodiversity through advising on the development and implementation of priority international environmental agreements, and assessing the impact of UK activities on biodiversity in other countries;
- contributing to the conservation of biodiversity in the Overseas Territories by supporting the priorities set by the Inter-Departmental Ministerial Group on Biodiversity.

2.3 Programme structure

JNCC organises its work into projects which for management purposes are grouped into 12 programmes. These are the main structural units of this corporate plan. The table below shows the 12 programmes and the strategic objectives that they relate to.

Programme	Main strategic objectives that the programme contributes to
Global Advice	European and international influencing
Overseas Territories and Crown Dependencies	Nature conservation in the Overseas Territories
UK's Global Impact	UK's global impact

Programme	Main strategic objectives that the programme contributes to
European Advice	European and international influencing
Sustainability Advice	European and international influencing UK co-ordination
Marine Management Advice	UK co-ordination Nature conservation beyond territorial waters
Marine Mapping and Area Protection	UK co-ordination Nature conservation beyond territorial waters
Conservation Standards	UK co-ordination Nature conservation beyond territorial waters
Surveillance and Monitoring	Provision of information
Access to Information	Provision of information
Policy-relevant Information and Reporting	Provision of information
Governance and Corporate Services	Support services

Since the last corporate plan, the following changes have been made to the programmes:

- the Environmental Pressures programme has been renamed Sustainability Advice;
- the Support Services programme has been renamed Governance and Corporate Services;
- the Standard and Target Setting and Conservation Advice programmes have been combined;
- continuing work from the Vision programme has been incorporated within strategy development in the Governance and Corporate Services programme.

Within the corporate plan the following information is provided for each programme:

- i. *Performance targets* - high-level programme targets and quantifiable, time-specific performance indicators;
- ii. *Planned resources* - resource allocations over the corporate plan period, split between Government funding and other income, and between staff costs and direct expenditure;
- iii. *Overview* - a summary of the work planned within the programme, including any significant changes in direction;
- iv. *Project portfolio* - a brief description of each project within the programme.

3. PERFORMANCE TARGETS

3.1 Programme targets and key performance indicators

Each programme within this plan has targets and key performance indicators. The programme targets are high-level targets that describe what the programme aims to achieve over the plan period. The key performance indicators are intended to be quantifiable, time-specific measures of progress towards the programme targets, and will be used to monitor performance over the duration of this plan. The key performance indicators will be assessed on a quarterly basis and will be used to help manage the work of the organisation.

The tables in appendix 1 illustrate how JNCC's key performance indicators relate to planned outcomes, objectives and targets of relevant UK Government departments and the devolved administrations.

4. PLANNED USE OF RESOURCES

4.1 Financial resources

4.1.1 Government funding

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

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

All figures in £k	2007/08	2008/09	2009/10	2010/11
Defra (direct funding)	1,920	1,920	1,920	1,920
Defra (through Natural England)	2,952	2,878	2,878	2,878
Scottish Government (through Scottish Natural Heritage)	1,738	1,695	1,695	1,695
Welsh Assembly Government (through the Countryside Council for Wales)	869	847	847	847
Department of the Environment, Northern Ireland	434	423	423	423
Total	7,913	7,763	7,763	7,763

A breakdown of Defra's funding for 'reserved items' is provided in the following table.

All figures in £k	2007/08	2008/09	2009/10	2010/11
Global advice	170	155	155	155
Overseas Territories and Crown Dependencies	143	135	135	135
UK's global impact	109	112	112	112
European advice	258	207	207	207
Offshore marine information and advice	1,240	1,311	1,311	1,311
Total	1,920	1,920	1,920	1,920

4.1.2 Overview of programmes

The table below shows the planned contribution from the JNCC's financial settlement to the 12 programmes.

All figures in £k	2007/08	2008/09	2009/10	2010/11
Global Advice	195	155	155	155
Overseas Territories and Crown Dependencies	143	135	135	135
UK's Global Impacts	109	112	112	112
European Advice	524	524	524	524
Sustainability Advice	184	210	210	210
Marine Management Advice	404	413	413	413
Marine Mapping and Area Protection	1,625	1,643	1,643	1,643
Conservation Standards	554	479	479	479
Surveillance and Monitoring	1,555	1,549	1,549	1,549
Access to Information	306	300	300	300
Policy-Relevant Information and Reporting	333	344	344	344
Governance and Corporate Services	1,951	1,899	1,899	1,899
Total	7,913	7,763	7,763	7,763

4.1.3 Other income

In addition to core Government funding, JNCC also receives income from a number of different sources, including contributions to projects from Government departments and other partners, as well as from sales of publications and other miscellaneous sources. Where appropriate, we have used small amounts of core Government funding to lever resources from other sources. As many contributions to projects are agreed annually the figures shown in the table below are based on current estimates and are likely to change.

The table below shows income analysed over the programmes.

All figures in £k	2007/08	2008/09	2009/10	2010/11
Global Advice	150	181	166	166
Overseas Territories and Crown Dependencies	85	64	64	64
European Advice	58	35	35	35
Sustainability Advice	21	25	20	20
Marine Management Advice	115	115	115	115
Marine Mapping and Area Protection	570	152	21	16
Conservation Standards	10	10	10	10
Surveillance and Monitoring	38	39	39	39
Access to Information	34	198	105	105
Governance and Corporate Services	69	71	71	71
Total	1,150	890	646	641

4.2 Staff costs

The planned costs of employees (including income from external sources) over the three-year corporate plan period are shown in the table below.

All figures in £k	2007/08	2008/09	2009/10	2010/11
Salaries and allowances	3,463	3,737	3,737	3,737
National Insurance employers' contributions	260	291	291	291
Pension costs	687	747	747	747
Total	4,410	4,775	4,775	4,775
Number of staff (full-time equivalents)	121.5	124	124	124

Average cost per staff member	36.30	38.5	38.5	38.5
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5. GLOBAL ADVICE

5.1 Performance targets

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.

Key performance indicators

- Contribute to achievement of the 2010 biodiversity target and relevant parts of the Government's Public Service Agreement (PSA) relating to the Millennium Development Goals by providing support to the Inter-Departmental Ministerial Group on Biodiversity.
- Provide high-quality scientific input at key meetings of MEAs, in particular Conferences of the Parties for the Convention on Biological Diversity and the Bonn Convention in 2008, and the Convention on International Trade in Endangered Species in 2010, and associated preparatory meetings.
- Provide, to agreed service standards, high-quality advice to Animal Health on approximately 20,000 CITES licence consultations *per annum*.

5.2 Planned resources

<i>All figures are £k</i>	2006/07	2007/08	2008/09	2009/10	2010/11
Direct expenditure	68	67	62	55	55
Staff costs	263	278	274	266	266
Total	331	345	336	321	321
Core Government funding	311	195	155	155	155
Other income	20	150	181	166	166
Total	331	345	336	321	321

5.3 Overview

The core of this programme will continue to be the provision of support to Government in the implementation of MEAs, in particular the Convention on Biological Diversity (CBD), the Bonn Convention on Migratory Species of Wild Animals (CMS) and relevant subsidiary

agreements³ and the Convention on International Trade in Endangered Species (CITES). 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. We will participate in UK delegations to international meetings and provide advice sufficient to maintain the effectiveness of negotiations and the reputation of the UK for high-quality scientific input.

Another priority for JNCC will be to support the UK Government in meeting its international obligations under the CBD and World Summit on Sustainable Development (WSSD) target to reduce significantly the rate of global biodiversity loss by 2010, as set out in the UK delivery plan, *Beyond Johannesburg: delivering our international biodiversity commitments*. We also advise on the development of post-2010 targets for global biodiversity conservation.

Much of our work within this programme will support implementation of PSA delivery agreement 29 (2008-11) to 'reduce poverty in poorer countries through quicker progress towards the Millennium Development Goals'. In this regard, key actions for Government include improving environmental management to respond to climate change and natural resource threats and integrating environmental sustainability into country programme work. 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 together with the JNCC chairman.

In 2007/08 we prepared cross-cutting thematic action plans to ensure that our work across the different MEAs and other mechanisms is coherent and focuses on priority goals; our future effort will be in further developing and implementing such thematic approaches. Building on the results of the Millennium Ecosystem Assessment, which focused on delivery of ecosystem services to enhance human well-being, we will pay greater attention to social and economic issues, such as the factors which indirectly drive biodiversity loss and those which act as incentives for biodiversity conservation.

5.4 Project portfolio

World Summit on Sustainable Development biodiversity target

This project provides support to the Defra WSSD delivery plan for international biodiversity (*Beyond Johannesburg: delivering our international biodiversity commitments*), the Darwin Initiative and 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. The priorities are CBD, CITES and CMS, but some input is also provided to other MEAs, including the 'Ramsar' Convention on the Conservation of Wetlands of International Importance.

CITES licensing

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

International Earth heritage

³ Other subsidiary agreements to the Bonn Convention are covered under the Overseas Territories and Marine Management Advice programmes.

Through this project JNCC engages with international Earth heritage issues of strategic importance to the UK.

IUCN (World Conservation Union) – UK Committee secretariat

Under this project JNCC provides a secretariat service to the IUCN UK Committee. This support will end in December 2008.

6. OVERSEAS TERRITORIES AND CROWN DEPENDENCIES

6.1 Performance 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.

Key performance indicators

- Take forward recommendations from the costed assessment of priorities for nature conservation in the Overseas Territories prepared for the Inter-Departmental Ministerial Group on Biodiversity.
- Facilitate collaboration between the UK science community and the Overseas Territories and Crown Dependencies, to establish research priorities to meet their needs, building on the 2007 assessment of terrestrial and marine research priorities undertaken by JNCC.
- Provide ongoing advice and support to UK Government departments and the Governments of the Overseas Territories and Crown Dependencies on the implementation of Multilateral Environmental Agreements. By March 2009:
 - produce an overview of Multilateral Environmental Agreements in the Overseas Territories;
 - working with the relevant Overseas Territory Governments and UK Government departments, prepare (and subsequently help to deliver) an implementation plan to meet commitments under the Agreement on the Conservation of Albatrosses and Petrels (ACAP).

6.2 Planned resources

<i>All figures are £k</i>	2006/07	2007/08	2008/09	2009/10	2010/11
Direct expenditure	26	102	80	80	80
Staff costs	45	126	119	119	119
Total	71	228	199	199	199
Core Government funding	71	143	135	135	135

Other income	0	85	64	64	64
Total	71	228	199	199	199

6.3 Overview

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). If the UK is to make a full contribution to the Convention on Biological Diversity target to achieve a significant reduction of the current rate of biodiversity loss by 2010, appropriate action in the Overseas Territories and Crown Dependencies is essential. The main threats to biodiversity are non-native species, climate change and development.

Nature conservation within the Overseas Territories and Crown Dependencies is the responsibility of the Governments of those Territories. They are supported by UK Government departments, in particular FCO, DFID and Defra in relation to the Overseas Territories, and the Ministry of Justice in relation to the Crown Dependencies. JNCC's role is to advise and support this process, working closely with the Territories and Government departments.

In 2007/08, JNCC produced a costed assessment of nature conservation priorities in the Overseas Territories in response to a request from the Inter-Departmental Ministerial Group on Biodiversity. In the same year JNCC co-ordinated an assessment of nature conservation research priorities in the Overseas Territories. These assessments have provided a framework for JNCC's own costed action plan, which will form the basis of our work over the corporate plan period. We intend to extend this approach to the Crown Dependencies.

6.4 Project portfolio

Advice and communication

This project provides advice and support to UK Government and others in addressing nature conservation priorities in the Overseas Territories and Crown Dependencies. In addition, it facilitates more effective exchanges of information, experience and skills with and between governmental and non-governmental organisations, including hosting workshops, producing newsletters and encouraging skill sharing.

Funding and research for biodiversity

The aim of this project is to identify and secure additional funding for biodiversity conservation within the Overseas Territories and Crown Dependencies, and to provide a brokering service for research projects.

Multilateral environment agreements

Under this project JNCC provides advice and support to Overseas Territories, Crown Dependencies and UK Government departments on the interpretation and application of multilateral environmental agreements that have been extended to the Territories.

Implementation of the Agreement on the Conservation of Albatrosses and Petrels in the south Atlantic Territories is a key work area. The project also supports and advises Overseas Territory Governments on the implementation of Environment Charters.

Sustainable development

This project aims to support a strategic approach to sustainability issues in the Overseas Territories and Crown Dependencies by providing advice on economic valuation, climate change, the ecosystem approach and invasive species.

7. UK'S GLOBAL IMPACTS

7.1 Performance targets

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.

Key performance indicators

- Produce up-to-date country analyses, tailored for both external use and internal policy development, in terms of UK foreign investment impacts, trends in food production that may influence biodiversity, and bioenergy policy developments and production patterns:
 - by June 2008, develop an evidence-based JNCC policy framework on the relationship between global bioenergy and biodiversity, including the influence of the UK and EU in other countries;
 - by October 2008, prepare a report analysing the global distribution of UK overseas investment in terms of priority countries, industry sectors and ecosystems.
- By March 2009 (and periodically thereafter), update the global influence website to include a range of content covering trade, UK investment and biofuels data and analysis to support Defra's Sustainable Development Dialogues, the Export Credits Guarantee Department and JNCC's international work.

7.2 Planned resources

<i>All figures are £k</i>	2006/07	2007/08	2008/09	2009/10	2010/2011
Direct expenditure	29	53	48	48	48
Staff costs	49	56	64	64	64
Total	78	109	112	112	112
Core Government funding	78	109	112	112	112
Other income	0	0	0	0	0
Total	78	109	112	112	112

7.3 Overview

The aim of this programme is to identify and mitigate the adverse impacts that the UK has on global biodiversity and geodiversity. The main areas of UK influence on global biodiversity are trade (imports), overseas investment, overseas aid and tourism. Work to date indicates that JNCC's efforts can most usefully complement other Government work with respect to issues surrounding trade and investment, involving both evidence acquisition/ dissemination and policy development.

So far, the focus of the programme has been on developing a robust evidence base and making this available 'on line'. This has involved providing access to trade data, and using 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. A key work area for 2008 is to progress research into the scale and nature of UK overseas investment and the link to ecosystem impacts in key countries.

The priorities for evidence gathering and dissemination have been to develop a supporting role for Defra's Sustainable Development Dialogues with China, India, Mexico, Brazil and South Africa, and to supply information to the UK's Export Credits Guarantee Department for use in project assessment. The possibility of expanding the latter to a global role by collaboration with the Organisation for Economic Co-operation and Development (OECD), through which national export credit agencies work, will be explored in 2008/09. We will also seek to develop closer links with DFID and FCO.

The work of this programme has now matured, and the focus will increasingly shift to the use of evidence to develop JNCC advice in key policy areas. We will continue to develop advice on bioenergy and biodiversity at the global level by assessing policy drivers, developing tools to recognise and analyse impacts, and identifying policy response options. We will also continue to acquire and collate evidence to assist the development of advice related to global forestry and fisheries policy.

7.4 Project portfolio

UK's global impacts

The project comprises two work streams. The first involves information acquisition and management with the emphasis on collating global trade and investment statistics, country-specific biodiversity information, national Biodiversity Action Plans and Millennium Ecosystem Assessment reports, and disseminating this information to key partners through a password-protected website. The second aims to support sustainable consumption and production by developing evidence-based policy advice on the global impacts of UK policies on bioenergy, forestry, fisheries and other sectors.

8. EUROPEAN ADVICE

8.1 Performance targets

Programme targets

- Provide information and evidence-based advice to influence the development and implementation of European policies and legislation for or affecting the environment, including both the internal dimension and the global impact.
- Support the European work of the UK conservation bodies by providing intelligence and analysis on the development of new EU policy and legislative proposals or amendments to existing policies and legislation.

Key performance indicators

- Provide advice to the UK Government, devolved administrations and others to support the development and implementation of EU environmental legislation and policy, and to encourage the integration of sustainable development principles, the ecosystem approach and the protection of biodiversity, within the development of EU policies:
 - by March 2009, develop an understanding of the implications of overlap, synergy and conflicts across the Habitats, Birds, Marine Strategy Framework and Environmental Liability Directives (and other EU directives that impact on nature conservation);
 - by March 2009, influence implementation of the Marine Strategy Framework Directive, to take account of nature conservation requirements by promoting existing marine work to relevant European stakeholders and trying to ensure synergy with other marine policy commitments (such as OSPAR);
 - by March 2009, work to ensure that sustainability and environmental dimensions are fully incorporated into proposals for the future of the EU's cohesion policy;
 - by December 2010, contribute information to inform reporting on the EU Biodiversity Action Plan;
 - by March 2011, develop advice regarding priorities for the 7th Environmental Action Programme.
- Support the European work of the UK conservation bodies by providing regular briefings on the development of EU policy and legislation affecting the environment, supplemented by analyses of the implications for nature conservation.

8.2 Planned resources

<i>All figures are £k</i>	2006/07	2007/08	2008/09	2009/010	2010/11
Direct expenditure	184	197	181	181	181
Staff costs	295	385	378	378	378
Total	479	582	559	559	559
Core Government funding	415	524	524	524	524

Other income ⁴	64	58	35	35	35
Total	479	582	559	559	559

8.3 Overview

This programme covers both the European Union (EU) and wider Europe. Biological and geological diversity remain under significant pressure in Europe and internationally as a direct and indirect result of European policies and activities.

The expansion of the EU from 15 to 27 Member States (possibly more within the lifetime of the corporate plan) has added to the complexity of finding policy and legislative solutions through the EU decision-making process, with a wider range of national and regional priorities to be taken into account. Other significant institutional changes over the next three years include implementation of the EU Reform Treaty and the establishment of a new Commission and parliamentary elections in 2009.

JNCC's work will focus on helping the UK to make an appropriate contribution to achieving the Gothenburg target to halt the decline in biodiversity in the EU by 2010, and any future commitments beyond this. We will seek to influence the development and implementation of biodiversity and environmental policies, focusing on the implications for the UK, and will also increasingly seek to integrate environmental concerns into other sectoral and horizontal policies⁵. A priority will be to highlight the economic, social and cultural values of biodiversity and geodiversity and promote the message that a healthy environment is a prerequisite for sustainable economic growth and an increase in the level of secure employment. We will also seek to influence the development of post-2010 targets for nature conservation.

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 European partnerships or networks will ensure that collectively we can maximise our influence and make best use of our expertise. These include the European Environmental and Sustainable Development Advisory Councils and the newly established network of heads of European Nature Conservation Agencies.

8.4 Project portfolio

European Union

The project comprises advice to the UK Government and devolved administrations and others on the development and implementation of EU policies and legislation for or affecting the environment.

European Community Directives

⁵ JNCC's work in respect of some sectoral EU policies is covered in other parts of this corporate plan. For example, agricultural policy is included in the Sustainability Advice programme and fisheries policy is included in the Marine Management Advice programme.

The project provides advice on the interpretation and application of EU Directives affecting the environment. It also maintains an overview of future legislative intentions in order to assess the potential implications in the UK (and across Europe), e.g. for implementation, surveillance and reporting.

European marine

The aim of this is to provide intelligence and advice to support UK implementation of the Marine Strategy Framework Directive and associated Marine Thematic Strategy and the proposed European Maritime Policy.

Wider Europe

This project covers advice on policies and commitments for the continent of Europe (i.e. EU Member States and their neighbours), such as the Bern Convention and the Pan-European Biological and Landscape Diversity Strategy.

European intelligence

This project provides intelligence to JNCC and the UK conservation bodies on European policies for or affecting the environment.

ETC Biological Diversity

Through this project 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 area⁶.

Brussels Office

This project covers the work of the UK Nature and Landscape Office in Brussels, which supports JNCC's information and intelligence role as well as facilitating and promoting the activities of JNCC and the UK conservation bodies in pursuit of their European objectives.

9. SUSTAINABILITY ADVICE

9.1 Performance targets

Programme targets

- Provide high-quality, timely advice to the UK Government and 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.
- Provide high-quality, timely advice to the UK Government and devolved administrations and others to ensure that human activities fully take into account the value of the environment and do not adversely affect biodiversity and geodiversity.

Key performance indicators

- Provide advice to UK Government and others on energy policy:

⁶ The current arrangements remain in place only until the end of 2008. It is not clear at this stage if the same consortium of partners, including JNCC, will be selected for the next contract period.

- by December 2008, produce a position statement on energy issues affecting nature conservation in the UK and internationally;
- by March 2009, provide advice on the development of sustainability criteria for biofuels under the EU Renewable Energy Directive and other legislation/policies.
- Develop advice on priority climate change issues and contribute to relevant UK and international agreements:
 - by December 2008, work with Defra to provide briefs focusing on the interdependencies between climate change and biodiversity for the 14th Conference of the Parties to the UN Framework Convention on Climate Change;
 - by March 2009, provide input to the development of the EU White Paper on adaptation to climate change.
- Develop a range of tools to support application of the ecosystem approach targeted at UK, Overseas Territory and international audiences beyond the nature conservation sector:
 - by April 2009, produce a guide for policy makers on application of the ecosystem approach;
 - by November 2009, work with government partners and others to develop tools which allow better valuation of ecosystem services and relate these to ecosystem function.

9.2 Planned resources

<i>All figures are £k</i>	2006/07	2007/08	2008/09	2009/10	2010/11
Direct expenditure	72	84	91	91	91
Staff costs	152	121	144	139	139
Total	224	205	236	230	230
Core Government funding	204	184	210	210	210
Other income	20	21	25	20	20
Total	224	205	235	230	230

9.3 Overview

This programme focuses on human impacts on the environment and aims to provide advice on how to balance human well-being with environmental sustainability by shifting policy toward the sustainable use of natural resources. JNCC's role is to provide evidence and advice in support of this aim. 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

programme promotes the application of the ecosystem approach, where human activity is integrated with environmental protection and economic sustainability.

Climate change and energy policies, and their interaction with nature conservation, will be high-priority issues over the corporate plan period. We will work closely with partner organisations to enhance understanding of the links between climate change and biodiversity and so contribute to the development of climate change adaptation and mitigation policies in the UK and internationally (including the Overseas Territories). We will also develop our thinking on energy policy, building on our work on biofuels, with the aim of ensuring that the production of energy from renewables and other sources is environmentally sustainable.

Environmental economics will be another priority work area. Working with Defra and through international initiatives under multilateral environmental agreements we will continue to provide advice on how to value environmental goods and services (using environmental economics as a decision-support tool) and seek opportunities to engage new audiences in this work (e.g. non-environmental Government departments). A key aim will be to demonstrate how environmental sustainability contributes to human well-being, both in the UK and internationally; this will require a better understanding of social issues (within the UK and internationally).

9.4 Project portfolio

Air pollution advice

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

Climate change advice

Through the Inter-Agency Climate Change Forum, JNCC works collaboratively with the country nature conservation bodies. This project provides policy advice on climate change/biodiversity 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 genetically modified organisms (GMOs).

Land use policy

This project seeks to influence land use policy in the UK and the EU, focusing on reform of the EU Common Agricultural Policy. JNCC works primarily through the inter-agency Land Use Policy Group, reflecting the devolution of land use policy in the UK.

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 the UK Government and devolved administrations on the impacts of pesticides and toxic chemicals on nature conservation.

Sustainability advice

This project provides advice to a range of stakeholders on the application of sustainability principles, with particular reference to implementation of the ecosystem approach and the use of environmental economics in securing environmental goods and services.

Energy

Through this project JNCC provides advice to Government and others on the implications for biodiversity and geodiversity of energy policy. A major strand of activity is work on biofuels and other renewables.

10. MARINE MANAGEMENT ADVICE

10.1 Performance targets

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.

Key performance indicators

- Ensure that 95% of requests for statutory advice on offshore industries are responded fully to within the relevant consultation period.
- By June 2008, report to Defra on the first public consultation on offshore SACs and SPAs. Conduct and report on a second tranche of offshore sites, including Impact Assessment for each site. Develop and communicate Operations Advice on offshore SACs and SPAs as they are recommended to Government.
- By 2009, develop an influencing strategy for the 2012 review of the Common Fisheries Policy and start to implement it.

10.2 Planned resources

<i>All figures are £k</i>	2006/07	2007/08	2008/09	2009/10	2010/11
Direct expenditure	94	129	110	110	110
Staff costs	216	390	418	418	418
Total	310	519	528	528	528
Core Government funding	262	404	413	413	413
Other income	48	115	115	115	115
Total	310	519	528	528	528

10.3 Overview

This programme responds to the major drivers that affect biodiversity in the marine environment, including fishing, extraction of mineral resources (e.g. oil, gas and aggregates) and renewable energy. The main objective is to influence users of the marine environment to operate in a sustainable way that minimises the impact on biodiversity and, where possible, enhances biodiversity, for example through application of an ecosystem-based approach to management. JNCC works both through meeting statutory requirements and by influencing the working of statutory mechanisms. The programme requires close working with the UK conservation bodies to ensure a joined-up approach across the boundary of territorial waters.

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 Minister's Strategy Unit report of 2004. Within the plan period, we will work on influencing the next (decadal) review of the CFP.

Another major component of the programme is JNCC's advice on offshore industries. This work is underpinned by funding from BERR. In the plan period, all existing aggregate extraction licenses are reviewed on a five-yearly cycle and new licences may also be applied for – 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 JNCC advises on these developments beyond territorial waters.

One tool to conserve biodiversity is marine protected areas. Regulations to implement the Habitats and Birds Directives in the offshore environment came into force in August 2007. JNCC commenced consultation on seven offshore Natura 2000 sites in 2007/08 and further sites will be consulted upon in the plan period. It is likely that sites established under the OSPAR/EU Marine Strategy Framework Directive will require a similar consultation and designation process to start within the plan period. All consultation and management advice will be fully integrated into advice being supplied in other contexts.

Implementation of the programme in future years is likely to be strongly influenced by the content of the proposed Marine Bill. 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 nature conservation agency partners, JNCC will work to gain coherence between any legislation.

Experience with the 4th Quinquennial Review of the protected species schedules, and with the UK Biodiversity Action Plan review of priority species, has highlighted Government's need for advice on priorities for nature conservation in relation to pelagic species, and on the most appropriate conservation measures. JNCC will provide the necessary advice and support to Government.

10.4 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 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. More generic work on the effects of noise, and ways to mitigate such effects, is also included in the project.

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 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 implementation

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

11. MARINE MAPPING AND AREA PROTECTION

11.1 Performance targets

Programme targets

- Support strategic marine planning, management and environmental monitoring and assessment, through the provision of marine habitat maps in appropriate scales and classifications and other relevant information for UK waters.
- Identify a series of marine protected areas (MPAs) in UK offshore waters, and co-ordinate MPA identification in inshore waters, to meet national and international obligations for the development of an ecologically coherent network of MPAs. Provide advice on management requirements and conservation objectives for offshore MPAs.

Key performance indicators

- Recommend to Government a series of SACs in offshore waters, in conjunction with parallel work by the UK conservation bodies in inshore waters, to fulfil Habitats Directive obligations:
 - by December 2008, recommend to Government two further offshore SACs for Annex I habitats in UK waters, based on existing data;
 - by December 2008, complete an assessment of the potential for identifying SACs for marine Annex II species away from the coast;

- by December 2010, recommend to Government additional SACs in UK offshore waters for Annex I habitats, based on survey of potential sites.
- Advise Government on the identification of a series of SPAs in offshore waters, in conjunction with parallel work by the UK 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 (by March 2009, complete report on analyses of offshore seabird distribution data);
 - complete analyses of a further 15 inshore potential SPAs (by March 2009, conduct aerial surveys in 15 inshore SPA areas of search (weather permitting) and report on the waterbird interest in five of these inshore areas);
 - complete work aimed at identifying marine SPAs for breeding terns;
 - deliver advice on possible marine SPAs for breeding red-throated divers (by October 2008, complete report);
 - identify a provisional network of marine SPAs in UK waters.
- By December 2008, complete maps for UK waters of habitats of conservation importance (including Habitats Directive Annex I, OSPAR and UK Biodiversity Action Plan listed habitats), to the extent possible using available data, modelling techniques and resources.
- By Easter 2011, recommend to Government a set of Marine Conservation Zones, identified through a stakeholder engagement process, as the offshore component of an ecologically-coherent suite of MPAs, which, together with SACs and SPAs, will meet the UK's obligations in relation to OSPAR, the Convention on Biological Diversity and the World Summit on Sustainable Development.
- By March 2009, provide UK information for the status assessment of the species and habitats on the Initial OSPAR List as a contribution to the 2010 OSPAR Quality Status Report, and develop the evidence base as a contribution to *Charting Progress 2* and the UK Marine Monitoring and Assessment Strategy.

11.2 Planned resources

<i>All figures are £k</i>	2006/07	2007/08	2008/09	2009/10	2010/11
Direct expenditure	443	1,583	775	644	639
Staff costs	572	612	1,020	1,020	1,020
Total	1,015	2,195	1,795	1,664	1659
Core Government funding	757	1,625	1,643	1,643	1,643
Other income	258	570	152	21	16
Total	1,015	2,195	1,795	1,664	1659

11.3 Overview

The UK Government is committed to implementation of the ecosystem approach in UK waters and, via its UK Marine Monitoring and Assessment Strategy (UKMMAS), is working towards improved holistic assessments of the state of the marine environment. Three major assessments are required within the next few years: the second UK marine status assessment (*Charting Progress 2*, due in 2010), the Quality Status Report for the north-east Atlantic for the OSPAR Convention (due in 2010), and the Initial Assessment for the Marine Strategy Framework Directive (MSFD) (due in 2012). An essential component of these status reports is information on the nature, distribution and quality of marine habitats and the adverse effects of human activities upon them.

Since the last UK marine status report (*Charting Progress*, produced by Defra in 2005), the lack of basic habitat maps for UK waters has started to be addressed through the Mapping European Seabed Habitats (MESH) and UKSeaMap projects, which provide the first comprehensive maps of seabed habitats and landscapes for UK waters and adjacent waters of European countries. Based on best available knowledge, the resultant maps 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 that the maps are reaching a wide audience and are starting to be used for multiple applications in nature conservation and environmental management. The outputs from these projects now need to be further developed to assess habitat quality and levels of impact from human activities, to inform the status assessments, to contribute to marine spatial planning, and to support the development of an ecologically coherent network of Marine Protected Areas (MPAs). This work will contribute to requirements under UKMMAS, the OSPAR Convention and the MSFD.

The establishment of networks of MPAs is required by the EC Habitats and Birds Directives (Natura 2000), the MSFD, the OSPAR Convention, the Convention on Biological Diversity (CBD) and the World Summit on Sustainable Development (WSSD). Whilst the inshore identification of Natura 2000 sites (SACs and SPAs) is well advanced, work in the offshore zone will take several more years to complete. This work has recently been accelerated through a substantial increase in funding for new surveys of seabed habitats and seabirds, which will provide information to underpin further identification of SACs and SPAs. The need for additional MPAs to meet the requirements of OSPAR, CBD and WSSD will be addressed through the provisions for Marine Conservation Zones (MCZs) in the Marine Bill. JNCC will contribute to, and where appropriate, facilitate, the identification of the offshore component of the network of MCZs. To ensure a co-ordinated approach to the identification of MPAs within and beyond territorial waters, JNCC will work closely with the UK conservation bodies.

11.4 Project portfolio

OSPAR

This project provides Government, the OSPAR Commission and others with expert advice and information to support implementation of the UK's contribution to the OSPAR Convention. This includes advice on threatened species and habitats, MPAs, Ecological Quality Objectives, biodiversity assessment and monitoring processes, habitat mapping and Quality Status Reports.

Offshore SAC Survey

This project provides scientific advice to Defra on Special Areas of Conservation (SACs) to fulfil Habitats Directive requirements for UK offshore waters. It includes commissioning and collaborating in surveys of offshore habitats, 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 JNCC and the UK conservation bodies⁷.

Marine SPAs

This project is focused on meeting the requirements of the Birds Directive through the identification of a suite of potential marine Special Protection Areas (SPAs), both inshore (on behalf of the UK conservation bodies) and offshore. This is achieved by conducting the necessary surveys and data analyses, and providing advice on site identification to the UK conservation bodies and Government as appropriate.

Marine Protected Areas

This new project will help develop national guidance to support stakeholder engagement processes set up to identify an ecologically coherent series of Marine Conservation Zones. JNCC will contribute to, and facilitate where appropriate, these stakeholder processes.

Marine habitat mapping

The habitat mapping webGIS facility developed under the MESH project will be maintained, with the aim of continuing to improve mapping coverage and quality as new data become available. The work of broad-scale modelling of marine landscapes, undertaken in the UKSeaMap project, will be brought together with the more detailed habitat mapping data of MESH, and further work undertaken to improve the habitat/landscape models. Maps of priority habitats across UK waters (for Annex I, OSPAR and BAP) will be developed.

Marine protocols and standards

This project maintains, develops and promotes marine survey and monitoring standards, protocols and quality control processes for the collection and processing of field survey data. It supports the survey of offshore SACs and marine habitat monitoring programmes, and links to the work of the UKMMAS Protocols Group.

Marine ecosystem assessment and management

This project will develop spatial datasets to support the selection of MPAs, assessment and monitoring of the marine environment, and the management actions necessary to ensure its protection. In particular, it will assess the relationship between human activities and their impacts on habitats to inform management of MPAs and the wider marine environment.

12. CONSERVATION STANDARDS

12.1 Performance targets

Programme targets

⁷ Consultation on offshore Natura 2000 sites forms part of the Marine Management Advice programme.

- Deliver high-quality, timely advice on the conservation and sustainable use of biodiversity and geodiversity in the UK.
- Formulate and maintain common standards for monitoring and research on nature conservation, and for the selection of designated sites.
- Advise the UK Government and devolved administrations on the development of a coherent suite of national and international targets for nature conservation.

Key performance indicators

- Produce guidance on good practice for nature conservation management:
 - by December 2008, develop a web-based system providing access to guidance on good nature conservation practice;
 - by December 2009, prepare generic guidance for the management of broad habitat types in the UK, encompassing the conservation needs of the range of associated species;
 - by March 2010, complete guidance on the management of the main landscape/ecosystem types in the UK.
- By March 2009, complete the preparation of written text for 98% of all Geological Conservation Review (GCR) sites.
- By July 2009, collaborate with Defra to publish UK indicators measuring progress towards the 2010 biodiversity loss target.
- Continue to report on the implementation of Common Standards Monitoring, and facilitate easier, more efficient or more consistent implementation of the standards to ensure that robust information is obtained on the status of interest features on protected nature conservation sites across the UK:
 - by June 2008, undertake an initial review of the UK conservation bodies' quality assurance procedures for site monitoring;
 - by June 2009, work with the UK conservation bodies to establish and implement a UK-wide quality assurance programme.

12.2 Planned resources

<i>All figures are £k</i>	2006/07	2007/08	2008/09	2009/10	2010/11
Direct expenditure	234	291	261	261	261
Staff costs	501	273	228	228	228
Total	735	564	489	489	489
Core Government funding	725	554	479	479	479
Other income	10	10	10	10	10
Total	735	564	489	489	489

12.3 Overview

This programme supports the UK implementation of global, European and UK nature conservation obligations through co-ordination and the dissemination of good practice and technical advice. It will formulate JNCC's approach to nature conservation at the landscape and ecosystem scale. A priority for the programme is to develop a strategic view of action needed to manage the terrestrial and freshwater environments for nature conservation (in particular, to provide a coherent approach to delivering international obligations), and to use this to provide advice to the UK Government, devolved administrations and UK conservation bodies. Given that the development and implementation of nature conservation strategies is a devolved responsibility, the programme will seek to influence through information and ideas, often generated from best practice at country level or internationally. Innovation and good practice developed in the UK will then help to influence nature conservation initiatives and actions internationally.

UK standards for nature conservation provide a framework within which nature conservation can be implemented in a devolved manner at country and local level, and yet still provide consistency at a UK level, and, where appropriate, at a wider international level. JNCC has the primary role in developing these standards, with the UK conservation bodies, UK Government and devolved administrations being the principal users, although they are also used more widely by many nature conservation practitioners. 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.

Targets in relation to biological and geological diversity have been generated by a variety of fora and at a range of levels. For example, they include global targets, such as those agreed under the Convention on Biological Diversity, and also the detailed targets of Habitat and Species Action Plans under the UK Biodiversity Action Plan. JNCC will work to establish, with UK Government and devolved administrations a process for rendering the present complex suite of biodiversity targets into a simplified and harmonised format which allows for the development and refinement of appropriate indicators.

Implementation of this programme will require close collaboration with the UK conservation bodies, and much of the work will be delivered through networks of specialist agency staff.

12.4 Project portfolio

Habitats advice

This project provides advice on habitat conservation. The work is primarily delivered through seven inter-agency habitat Lead Co-ordination Networks.

Non-marine species advice

This project delivers advice on species conservation, primarily to UK Government and the devolved administrations.

Soils advice

This project provides advice on the sustainable management of soils, primarily through an inter-agency Lead Co-ordination Network. The project also engages with major UK and European initiatives on soil conservation and protection.

UK geodiversity

JNCC will contribute to inter-agency work to develop a forward strategy for geoconservation in the UK (including the preparation of a Geodiversity Action Plan) and will support the work of the UK conservation bodies through the provision of information (derived largely from the Geological Conservation Review (GCR) database). The project will also complete publication of the final volumes of the GCR series, providing a comprehensive description of nationally and internationally important geological and geomorphological sites in Great Britain.

Landscape and ecosystem advice

Through this project we will work with the UK conservation bodies and others to develop approaches to nature conservation at landscape and ecosystem scales, incorporating new thinking being developed internationally and within the UK. The role of ecological networks will be reviewed.

Standards for site selection

This project maintains and updates 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 collaboration with the UK conservation bodies and others, this project maintains and reviews the system for monitoring habitat, species and Earth heritage interest features on protected nature conservation sites. Key elements of work over the plan period include the implementation of a quality assurance programme, based on procedural compliance and validation of condition assessments, completion of the guidance for monitoring interest features, and a review of its implementation.

Species status assessment

This project provides assessments of the conservation status of plants and animals in Great Britain using agreed criteria and standards and drawing on information from various surveillance programmes.

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 update 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.

Review of targets

This project will review the wide range of existing UK targets for nature conservation and seek to develop a simplified and harmonised format in conjunction with Defra and the devolved administrations.

Birds Directive

Through this project JNCC will provide support to Government and the UK conservation bodies in setting standards and targets for completion of the UK SPA network and further development of the Ramsar network for birds, including provision of a secretariat to the UK SPA and Ramsar Scientific Working Group.

13. SURVEILLANCE AND MONITORING

13.1 Performance targets

Programme targets

- Contribute to the implementation of the proposed strategy for the surveillance of terrestrial UK biodiversity by undertaking relevant surveillance, directly and through collaboration with key partners as appropriate.
- Interpret surveillance results to provide regular assessments on the status of and trends in UK biodiversity and the factors affecting these trends and facilitate better country-level analysis and interpretation of the available data.

Key performance indicators

- Develop and implement a terrestrial biodiversity surveillance strategy:
 - by March 2009, determine how to implement the surveillance strategy and improve its linkage with research and reporting strategies;
 - by March 2010, complete a review of the bird surveillance portfolio of the programme and identify its fit with the surveillance strategy;
 - by January 2011, complete a review of the invertebrate surveillance portfolio of the programme and identify its fit with the surveillance strategy.
- By March 2009, finalise proposals for marine biodiversity surveillance as a contribution to the UK Marine Monitoring and Assessment Strategy, and formulate an implementation plan.
- By June 2009, support the Policy-relevant Information programme’s application of evidence with a thematic analysis of the impact of wide-scale pressures on biodiversity.

13.2 Planned resources

<i>All figures are £k</i>	2006/07	2007/08	2008/09	2009/10	2010/11
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Direct expenditure	1,193	1,173	1,094	1,094	1,094
Staff costs	422	420	494	494	494
Total	1,615	1,593	1,588	1,588	1,588
Core Government funding	1,587	1,555	1,549	1,549	1,549
Other income	28	38	39	39	39
Total	1,615	1,593	1,588	1,588	1,588

13.3 Overview

Surveillance and monitoring is repeat sampling of species, habitats and ecosystems in order to measure the status of biodiversity and the factors affecting it. Alongside research and expertise, it plays a critical role in supporting the evidence needs of policy.

Surveillance in the UK is undertaken by Government departments and devolved administrations, statutory agencies, non-governmental bodies and scientific institutions. The majority of sampling is undertaken through partnerships. Much information is provided by volunteers. This programme has proposed a terrestrial biodiversity surveillance strategy within which these stakeholders can optimise their sampling to:

- measure progress towards the goals set for biodiversity in UK and country strategies;
- detect, through changes in biodiversity status, the impacts of the pressures affecting biodiversity, in order to help set measures and strategies for taking action;
- assess the status of the wide range of species and habitats covered by national and international nature conservation commitments.

This programme runs or commissions cost-effective surveillance to meet a range of local, country and UK needs through a single UK solution. It delivers detection effort that contributes to 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 target to halt the loss of biodiversity within the EU by 2010. The programme is systematically reviewing the portfolio of projects, and ensuring their fit with the surveillance strategy. In some cases, it may be desirable to increase the taxonomic coverage of existing schemes. JNCC will also develop a marine biodiversity surveillance programme for incorporation within the UK Marine Monitoring and Assessment Strategy, but the rate at which this is developed and implemented will depend on resource availability.

Over the plan period the programme will facilitate better country-level analysis and interpretation of the available data. It will also focus on obtaining added benefits from the surveillance in place by encouraging more integrated and multi-disciplinary analysis of the results and linking this to the priorities for evidence determined by other JNCC programmes.

13.4 Project portfolio

Surveillance strategy development and implementation

This project aims to develop stakeholder understanding of and contribution to the proposed terrestrial surveillance strategy and its interaction with country-level plans. It aims to integrate biodiversity surveillance into the Environmental Research Funders Forum's 'Earth

Observation Framework', and provide advice on the fit of UK biodiversity surveillance within European and global frameworks.

Interpreting environmental change

This new project will develop analysis and interpretation at various levels in order to improve understanding of the factors influencing the biodiversity change detected by surveillance. It will start by building on the environmental change analysis undertaken as part of JNCC's bird surveillance partnership with the British Trust for Ornithology, and aims through the plan period to build a wider collaborative and interdisciplinary approach to the interpretation of surveillance results.

Marine surveillance framework development

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

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 surveillance schemes undertaken through several multi-stakeholder partnerships. The main partners are the British Trust for Ornithology, the Royal Society for the Protection of Birds and the Wildfowl and Wetlands Trust. The project includes investment in global waterbird population assessments.

Determining chemical risk to biodiversity

This is a short-duration project to determine the best way of implementing a framework for assessing the risk of approved chemicals to biodiversity. If implemented, this project would run the framework and support the research and sampling mechanisms needed to quantify risk, including relevant tissue banks.

Habitat surveillance

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

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. The sampling is undertaken in partnership with the Centre for Ecology and Hydrology and Butterfly Conservation.

Mammal surveillance

This project provides data, status and trend information for a wide range of UK terrestrial and freshwater mammals through partnerships with the Bat Conservation Trust, the Game Conservancy Trust and the wider Tracking Mammals Partnership.

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. The project collaborates with a range of organisations undertaking seabird sampling and provides summary interpretation.

14. ACCESS TO INFORMATION

14.1 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 to ensure that, as more data are collected, they can be rapidly made available to, and integrated into, analyses being carried out by 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 internet in providing access to data and information to JNCC’s partners, including the outputs of analyses.

Key performance indicators

- Support the development and use of the National Biodiversity Network (NBN):
 - by March 2009, work with data providers to implement the software tools developed to improve the flow of data to the NBN Gateway and increase the volume of data available through the Gateway to 35 million records;
 - by March 2010, extend the capability of the NBN to meet basic requirements for the exchange and use of habitat data.
- 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.

14.2 Planned resources

<i>All figures are £k</i>	2006/07	2007/08	2008/09	2009/10	2010/11
Direct expenditure	175	94	222	129	129
Staff costs	245	246	276	276	276

Total	420	340	498	405	405
Core Government funding	308	306	300	300	300
Other income	112	34	198	105	105
Total	420	340	498	405	405

14.3 Overview

This programme aims to facilitate access to data relating to the status and trends of 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 JNCC and its partners.

A key aim of this programme is to support the National Biodiversity Network (NBN) in providing access to data on biodiversity. 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. JNCC assists the NBN through providing the top-level management of technical and development functions, ensuring an appropriate interface with related initiatives, and making our own data publicly available.

Over the last few years, the main effort has been refining the technology behind the NBN to ensure that the necessary mechanisms are in place to allow the system to be efficiently populated and to ensure it can be readily integrated into other systems. It is now critical that the data available through the NBN become embedded within nature conservation working practice. To facilitate this, the focus of the programme will switch to populating the NBN with a critical mass of data and establishing a regular refresh of the data. The primary use of the data within JNCC will be to assist with assessing the status and trends of species at a UK level and interpreting changes in relation to pressures on the environment. In addition, JNCC will work closely with partners to ensure that they make use of the facilities to mobilise data they have invested in and also integrate available data into their systems, thus helping to ensure a continued flow of data. Where appropriate, action will be taken to increase the accessibility of geodiversity data in electronic format, in particular information derived from the Geological Conservation Review. In line with JNCC's increasing priority for work at European and global scales, there will be increased focus on potential use of the Global Biodiversity Information Facility (GBIF), which provides access to species data across the globe; the NBN contributes the majority of the data relating to the UK.

Given the high priority of the marine environment within JNCC's work, the programme will step up efforts to consolidate and promote the necessary data standards to support work in this area with the aim of increasing the volume of relevant data available to the organisation. This work will be primarily taken forward under the auspices of the Marine Data and Information Partnership (MDIP).

In line with JNCC's external communications strategy there will be increased focus on revising the JNCC website so that it provides a good overview of the JNCC strategy and provides ready access to supporting advice, products and data.

14.4 Project portfolio

Recorder

This project is concerned with the development of a software product to improve the efficiency and quality of biological record collation. The software supports the investment of the UK conservation bodies and others in record collation.

NBN and GBIF

This is the major project within the Access to Information programme. Through the NBN (at the UK scale) and GBIF (at the global scale) it aims to provide ready access to biological records in a standard format to support ready integration into the advisory work undertaken by JNCC and partner organisations.

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 delivery of the strategy.

Marine data management

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

Access to reference datasets

This project is responsible for ensuring that 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.

15. POLICY-RELEVANT INFORMATION AND REPORTING

15.1 Performance targets

Programme targets

- Produce high-quality information products to support the requirements of the JNCC for advice to the 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.

Key performance indicators

- By March 2009, establish a clear understanding of JNCC and country agency research needs, and identify means for undertaking this research cost-effectively.
- By March 2009, ensure that devolved implementation of the UK Biodiversity Action Plan (BAP) reviews has happened efficiently and effectively, and that JNCC's role is clearly defined and understood.
- By March 2010, through development of the UK Nature Barometer produce evidence on changes in UK biodiversity and the environmental pressures driving change.

15.2 Planned resources

<i>All figures are £k</i>	2006/07	2007/08	2008/09	2009/10	2010/11
Direct expenditure	28	27	39	39	39
Staff costs	249	306	305	305	305
Total	277	333	344	344	344
Core Government funding	277	333	344	344	344
Other income	0	0	0	0	0
Total	277	333	344	344	344

15.3 Overview

The objective of this programme is to produce information relevant to the development and implementation of policy needed to address negative impacts on UK biodiversity and geodiversity. 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 wildlife easily accessible and appropriate for the purposes of reporting and policy development;
- delivering policy-relevant information by undertaking analyses that relate changes in biodiversity and geodiversity to the drivers of change and to policy issues.

The information needed to support environmental 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-governmental 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 an efficient flow of information from source to use.

The UK Government's and devolved administrations' 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 significant opportunities for this programme and for related work within the UK conservation bodies and other organisations. Sustainable development demands that biodiversity and geodiversity information is understood and used by many more sectors than is currently the case, and this inevitably means information will need to be reported and communicated in different ways.

Other key drivers for the work undertaken within this programme are the reporting obligations that arise from multilateral environmental agreements, European Directives, the UK BAP, and other legal and policy instruments.

15.4 Project portfolio

Biodiversity research co-ordination

This project aims to improve the evidence base to support policy development through identifying research needs, facilitating research, influencing research-funding programmes, and making research results accessible.

UK Biodiversity Action Plan support

This project provides information, support 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 by further harmonising requirements, limiting scope to biodiversity outcomes as opposed to actions, and basing reporting on routinely produced outputs (e.g. through the use of indicators).

Wildlife statistics – the Nature Barometer

In 2006, JNCC launched the concept of the UK Nature Barometer. The Barometer promotes and facilitates the use of information about how biodiversity and geodiversity in the UK are 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 Barometer.

Marine status assessment

This project directly supports marine environment status reports (such as *Charting Progress*) and the development of the UK Marine Monitoring and Assessment Strategy assessment methods as vehicles to improve delivery of biodiversity status and trend information in support of marine nature conservation policy.

16. GOVERNANCE AND CORPORATE SERVICES

16.1 Performance targets

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.

Key performance indicators

- Ensure corporate services are provided in a cost-effective manner that meets the needs of internal and external stakeholders
 - reduce costs of the programme by 2.5% in 2008/09;
 - by March 2009, undertake a full service review to set the required level of service and to define options for providing this for costs that range from plus 5% to minus 5%;

- by March 2011, restructure the programme in line with the service review.
- By March 2009, after consultation with stakeholders, update JNCC’s strategy to reflect current internal and external factors, including the Joint Committee’s vision.
- By March 2010, migrate JNCC’s historical electronic information into a shared filing system to improve data retrieval and working practices.

16.2 Planned resources

<i>All figures are £k</i>	2006/07	2007/08	2008/09	2009/10	2010/11
Direct Expenditure	914	853	916	916	916
Staff costs	1,063	1,167	1,054	1,054	1,054
Total	1,977	2,020	1,970	1,970	1,970
Core Government funding	1,905	1,951	1,899	1,899	1,899
Other income	72	69	71	71	71
Total	1,977	2,020	1,970	1,970	1,970

16.3 Overview

This programme covers all aspects of corporate management within JNCC. This includes the provision of strategic leadership by the Joint Committee and delivery of formal Committee business. During the plan period, the Committee will take stock of work on its vision for wildlife and natural features and update its strategy to reflect this and other factors. The programme is responsible for the management of the JNCC’s support company, ensuring that it supports the Committee effectively, as well as operating within the constraints of law and statute and upholding the standards of probity and openness expected of a public body. The programme also covers all the ‘back-office’ activities which support the other sections of JNCC in meeting their objectives and JNCC’s statutory obligations, such as good governance, financial probity and reporting, employment law, health and safety at work, data protection, and provision of information under various Acts of Parliament.

In accordance with the UK Government’s and devolved administrations’ requirements we aim to provide services in the most cost-effective and efficient manner. This includes utilising partnership arrangements where appropriate; for example, calculation and payment of JNCC staff salaries is currently provided by Defra, and pension 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.

Some of the back-office functions, including financial services, are undertaken in-house because this provides the most effective method of delivery for JNCC. This decision will be reviewed during the period of this corporate plan to ensure that it is still valid. We will benchmark our administrative costs against comparable organisations to check that our costs offer best value for the organisation and that we are providing services in the most efficient and effective manner. We will also review the level of service provided in collaboration with our main stakeholders.

We are also looking at the way that we use resources in meeting our objectives, and investigating ways of lessening our consumption, particular in those areas which have a significant impact on the environment. In future years we will further reduce the impact, especially through reducing our carbon footprint.

16.4 Project portfolio

Communications

This project is responsible for implementing JNCC's external communications strategy, and for promoting the work of JNCC through publications, events and other means.

Corporate governance and strategy

This project provides efficient and effective corporate governance to support the delivery of JNCC's work programmes and to meet external accountability requirements. It includes managing the interface between the Joint Committee and its support company, maintaining the JNCC's vision, and refreshing the business strategy.

Financial management

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

IT provision

This project provides computer facilities to all JNCC staff including, through a renewal programme, maintaining all hardware and software at the level needed to support delivery of work programmes. The project also enhances JNCC's 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 JNCC's developing business. Improving IT is one way that JNCC is able to improve its overall efficiency and provide good value for money.

Telephony system

This project maintains a telecommunication service for JNCC, including mobile and fixed lines.

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 pay structure and awards.

Information management

The aim of this project is to introduce more efficient working practices for creating, saving and finding information within JNCC's electronic filing systems. This will improve efficiency as staff will be able to retrieve and share reports, information and data more quickly and easily than at present.

Office facilities – Peterborough

This project organises the office accommodation for 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, at present based in a medium-sized house converted into offices.

Environmental management

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