



JNCC's business plan for 2016/17

For further information on JNCC <http://jncc.defra.gov.uk>

About JNCC

JNCC is the public body that advises the UK Government and devolved administrations on UK-wide and international nature conservation. It was originally established under the Environmental Protection Act 1990 and reconstituted by the Natural Environment and Rural Communities Act 2006. It is the forum through which the country nature conservation bodies in England, Scotland, Wales and Northern Ireland discharge their statutory responsibilities across the UK and internationally.

JNCC is led by the Joint Committee, which brings together, under an independent Chair, members from the nature conservation bodies for England, Scotland, Wales and Northern Ireland and independent members appointed by the Secretary of State for the Environment, Food and Rural Affairs. The day to day work of the Committee is undertaken by a support company (a company limited by guarantee).

JNCC provides a shared scientific nature conservation service for the UK. It is a mechanism for the UK Government and devolved administrations to pool their resources to obtain evidence and advice on nature conservation and natural capital that can be used flexibly by each administration to meet their own policy objectives. By operating at a UK scale, JNCC is able to achieve value for money through economies of scale and avoiding duplication of effort.

JNCC is the trusted authority on UK and global nature conservation. Using our high-quality scientific expertise and evidence we deliver innovative solutions to governments, businesses and society to realise the value of nature and secure a prosperous, healthy and resilient society. To achieve this we work closely with UK and devolved governments and through partnerships with organisations in the UK and globally.

Why JNCC's work is important

- We provide cost-effective environmental evidence, through innovative techniques, economies of scale and avoiding duplication of effort
 - We have a critical mass of scientific and technical expertise, which can be deployed flexibly
 - We provide the coordination and standards that UK and devolved governments need to meet EU and international requirements consistently and efficiently, while recognising the differing approaches to devolution across the countries of the UK
 - We operate effectively at the interface between science and policy
 - We provide independent and impartial advice
 - We set environmental standards that ensure a level playing field for industry across the UK
 - We provide advice that recognises the shared biogeography of the UK and adjacent parts of Europe
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Our strategic direction

Priorities

- Provide high-quality, cost-effective and accessible evidence on biodiversity, ecosystem services and natural capital
 - Facilitate joint working to deliver shared solutions in a devolved United Kingdom
 - Play a lead role in applying science and technology to meet new challenges and opportunities
 - Advise on sustainable use of natural resources
 - Provide a high-quality, cost-effective service to our customers
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Approach

- Be flexible and responsive to devolution, which continues at varying paces and directions in the different countries of the UK
 - Pay increasing attention to the value of the natural environment in supporting economic growth and underpinning people's wellbeing, focusing on biodiversity and its contribution to natural capital and ecosystem services
 - Test and apply innovative approaches and new technologies to enhance quality and value for money
 - Strengthen and expand partnerships to achieve efficiencies and optimise skills
 - Develop a more enterprising culture, extending core work in new ways, providing new products and services to existing customers and expanding our customer base and funding sources
 - Continue to search for efficiencies in all aspects of our business to ensure we offer the best possible value for money to governments
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Resources

GIA funding stream	Description	2015/16 (£k)	2016/17 (£k)
Reserved	Funding provided by Defra for work relating to territories outside Great Britain and Northern Ireland and work in support of, or on behalf of, UK Government in contributing to international, European or regional fora	893	848
Marine	Funding provided by Defra for operational work in offshore waters (beyond 12 nautical miles) <i>Includes funds provided to Cefas under the high-level agreement with JNCC</i>	2,864	2,712
UK Co-ordination	Funding provided by Defra and devolved administrations for work which applies across the UK as a whole, including UK marine waters, e.g. development of common guidelines, standards and tools and UK-level co-ordination	4,438	4,206
Governance and Corporate Services	Funding provided by all administrations for governance and corporate services spend and centrally managed delivery overheads such as training budgets.	2,516	2,409
Total grant-in-aid		10,711	10,175
Other income	Estimated income figure based on the upper limit of income target range	569	1,254
Total funding		11,280	11,429

Directorate	2015/16		2016/17	
	Total GIA (£k)	No of FTEs	Total GIA (£k)	No of FTEs
Marine Operations	1,651	37.3	1,771	38.3
Standards and Advice	2,615	50.8	2,244	46.5
Evidence	5,309	65.8	5,207	66.2
Corporate Services	1,136	27.8	953	23.1
Total	10,711	181.7	10,175	174.1

Business development

We aim to diversify and grow our non-GIA income. Our target is to achieve between £1 million to £1.3 million income in 2016/17 compared to a 2015/16 baseline of £900k

Benefits for Defra and devolved administrations

- Enhancing our scientific credibility and capacity by investing in staff capabilities
 - Developing new techniques and methodologies through research partnerships
 - Increasing efficiency, by enabling investment in office technologies
 - Obtaining additional environmental evidence that can be utilised in our core work
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Priorities

- Engaging in EU programmes, operating across the full spectrum of EU funding opportunities
 - Generating income directly from government departments and other arms-length bodies
 - Commercialising data-based products and services
 - Providing expertise on environmental standards
 - Engaging with the research community via open and themed calls
 - Developing methods to apply research and evidence on natural capital and ecosystem services to real-life situations
 - Delivering specialised training courses
 - Developing projects with the UK Overseas Territories
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Standards and Advice

Targets

- Advise UK government and devolved administrations on international and European legislation and obligations
 - Provide UK coordination to enable the consistent and appropriate implementation of the Marine Strategy Framework Directive, Habitats Directive, Birds Directive and other relevant European policies and programmes
 - Provide tools and mechanisms for cost-effective joint working with the country nature conservation bodies and other relevant bodies
 - Make evidence and expertise available to initiatives looking to deliver social and economic benefits from the sustainable use of natural capital/resources in the UK and its Overseas Territories
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Success measures

- Scientific advice to enable UK Government to meet its objectives at:
 - a. Convention on International Trade in Endangered Species (CITES) CoP17 (September-October 2016)
 - b. Convention on Biological Diversity Subsidiary Body on Scientific, Technical and Technological Advice 20 (April 2016) and CoP13 (December 2016)
 - Delivery and coordination of R&D in support of offshore, national and international marine assessments
 - Provide support and advice through the UK National Contact Point for the EU LIFE programme
 - Build capacity in the UK Overseas Territories to sustainably manage their natural resources
 - Publication of terrestrial SPA review and an assessment of the sufficiency of the UK marine SPA suite
 - Substantial progress on revised guidance for Common Standards Monitoring of designated sites to give more flexibility commensurate with devolution and a risk-based approach to implementation
 - Define and implement processes to support the delivery of offshore, regional and European reporting for marine legislation and commitments, an integrated and cost-efficient approach for European terrestrial reporting, and the UK report to the Convention on Migratory Species
 - Provide access to evidence and undertake research to support the uptake and improve the performance of models and other tools that facilitate integrated approaches to managing biodiversity, natural capital and ecosystem services in marine and terrestrial environments across the UK
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Approach

- Represent UK interests and provide added value to UK and devolved nature conservation priorities
 - Adopt a flexible approach to joint working with the country conservation bodies and other agencies, in line with current levels of devolution
 - Focus joint working where it will deliver economies of scale, significant benefits from biogeographic scale approaches and shared services
 - Support achievement of Aichi biodiversity targets and environmental components of the Sustainable Development Goals
 - Promote consistent and appropriate UK reporting and implementation of European and international legislation and obligations
 - Strengthen relationships with UK and European science
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Evidence

Targets

- Produce robust evidence of the state and change in the terrestrial and marine environments
 - Provide standards for monitoring, surveillance and quality control in the terrestrial and marine environments that are shared by voluntary, public and private sectors
 - Provide a mechanism for cost-effective, open and efficient sharing of key data sources for terrestrial and marine environments
 - Provide integrated products and analytical services that can be rapidly deployed in support of decision-making across a variety of scales
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Success measures

- Continued delivery of terrestrial evidence products and new partnership contracts that facilitate joint analysis and provide potential for new protocols
 - Strategic offshore biodiversity surveys with partners
 - Support countries to develop metrics for assessing habitat and species condition in relation to biodiversity and natural capital outcomes
 - Participate in country-led initiatives to develop shared marine monitoring strategies and prioritisation processes, and collaborate with country nature conservation bodies and Governments to finalise preferred marine biodiversity monitoring options
 - A data infrastructure to allow cross-cutting analysis of key datasets for applications across the environment
 - A defined set of service levels for data collation, standardisation and access including initial and ongoing costs
 - Prepare for the next generation of seabed maps to inform the Marine Strategy Framework Directive, supported by an effective European partnership
 - Demonstrate how spatial data on pressures, sensitivity and biodiversity can be integrated to streamline advice and deliver better regulation
 - Demonstrate detection of changes in land-parcel condition enabled by Earth Observation to streamline habitat management and condition assessment
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Approach

- Grow our skills and relevance to governments and country conservation bodies for Earth Observation
 - Develop relations with alternative funders, including market development, to secure core evidence in support of policy-making and sustainable outcomes
 - Develop the conceptual framework and evidence base for marine natural capital and ecosystem services
 - Use our sector-leading data skills to develop infrastructure to manage spatial data cross the public environmental sector
 - Change how we run our terrestrial surveillance to make best use of the volunteer network and the data they generate
 - Increase our analytical capability to make better use of modelling and data analytics in our work
 - Establish an 'Innovation Lab' approach to rapid-problem-solving and innovating
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Marine Operations

Targets

- Provide scientific advice to enable Governments to designate marine protected areas
 - Provide scientific advice to facilitate sustainable management and use of marine protected areas and the wider marine environment
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Success measures

- Advice to Defra on a third tranche of offshore Marine Conservation Zones
 - Advice to Defra and devolved administrations on offshore Special Protection Areas
 - Re-submit recommendations to ministers on possible harbour porpoise SACs after taking account of public consultation responses
 - Report on progress towards MPA network targets
 - Advice to Defra and devolved administrations on management of fisheries in offshore MPAs under the Common Fisheries Policy
 - Advice to competent authorities, within agreed consultation periods, for the regulation of offshore industry activities
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Approach

- Continue to discharge commissioned work and statutory functions
 - Improve understanding of the benefits of marine protected areas (including provision of ecosystem services and natural capital) and evaluate approaches to management
 - Further develop collaborative initiatives with partners in the UK and EU to address key offshore industry consents and licensing issues
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Governance and Corporate Services

Targets

- Increase JNCC's long-term financial security
 - Plan a swift and effective response to any changes arising from the Government review of JNCC and other Government initiatives
 - Provide efficient and effective corporate services and systems of internal control to support delivery of JNCC's objectives
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Success measures

- 20% growth in non-GIA income
 - Implementation of transition plan to improve long-term financial security
 - 3-5-year strategic change plan and one-year business plan
 - Audit assurance of effectiveness of system of internal control
 - 4% efficiency saving in 2016/17 governance and corporate services expenditure and plan for further 12% efficiencies by 2020
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Approach

- Raise profile and extend and improve partnerships
 - Improve business practice across JNCC
 - Promote and continue to develop JNCC's technical excellence
 - Deliver a risk-based approach to the system of internal control
 - Invest efficiency savings in measures to achieve further efficiencies, including cost-effective opportunities for sharing services, and reduce reliance on GIA
 - Create capacity for higher value corporate services by reducing demand for basic support
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People

JNCC's committed and highly qualified people represent a centre of expertise in policy and legislation, science, technology and working across boundaries, enabled by strong business management skills. Maintaining, and working in ways which realise the full potential of, the wealth of expertise available is critical to JNCC's success.

Targets

- Maintain, and optimise use of, the strong body of expertise within JNCC
 - Enhance continuing professional development within JNCC
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Success measures

- Maximum of 10% staff turnover
 - Increased staff capacity in strategically important teams
 - Increased exchange of staff between JNCC and partners
 - Task and finish groups and innovation teams established
 - Development of a Continuing Professional Development approach
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Approach

- Undertake careful workforce planning with increased flexibility to respond to changes in demand and priority
 - Support dynamic team working within JNCC and with partners to optimise the use of expertise and avoid duplication
 - Support flexible working as a means of enabling staff to achieve a healthy balance between their personal and work commitments
 - Focus on strong internal communication and staff engagement
 - Provide appropriate rewards whilst recognising public sector constraints
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