

JNCC Business Plan 2023 to 2024



Together for Nature, People, Planet

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Introduction

In May 2023 JNCC launches its new strategy – *Together for Nature: 2023 to 2030*. This strategy sets out the challenges we all face in responding to the intertwined crises of ecological collapse and climate breakdown and describes a shared vision for the work that JNCC will undertake to help nature to recover. The strategy focuses on our role in terrestrial and marine nature conservation and recovery, at the UK level, working with the UK Overseas Territories and inputting evidence and advice to global nature issues.

Our strategic priorities

These priorities set a high-level structure for the broad areas of focus that will direct us towards our intended outcomes:

- Use our scientific expertise to facilitate a collective response to the global biodiversity crisis.
- Use our trusted expertise and judgement to evaluate effectiveness of existing policies, and advise on the design of new policies and action, to progress nature recovery.
- Lead the discussion to align action for nature and climate change, to deliver outcomes that tackle climate breakdown and accelerate nature recovery.
- Continue to innovate and advance our learning on nature recovery, so that science, technology and new digital knowledge are applied to drive positive environmental outcome.
- Work collaboratively to support the transition to sustainable blue/green economies, linking nature recovery to societal prosperity and wellbeing.
- Seek opportunities to integrate the value of nature into decision-making by mainstreaming nature recovery into social and economic policy areas.
- Invest in our people and culture to ensure an inclusive, collaborative and innovative learning organisation, where staff wellbeing is prioritised, and our partners are engaged and respected.

Implementing our strategy

While the new strategy outlines the key overarching objectives for the organisation, further details of the projects and other activities we will plan over the next 2 to 3

years to support the delivery of our strategic priorities will be set out in thematic and cross cutting roadmaps:

- **Thematic Roadmaps:** More detailed plans covering our three delivery programmes – Marine, International and UK programmes.
- **Cross-cutting Roadmaps:** medium-term plans covering the work across our corporate and cross-cutting functions to support effective delivery across the organisation. Six cross-cutting strategies have been identified: science/evidence strategy; people strategy; medium-term financial plan; communication plan; digital and data plan; and sustainable operations plan.

The Business Plan for the financial year 2023 to 2024 (2023/24) is the first to be developed in line with our new Strategy and provides the starting point for the detailed activities that will connect our work now to the outputs and outcomes we are seeking over the next decade as described in the roadmaps and Strategy. The structure for our connected planning framework can be summarised in Figure 1.

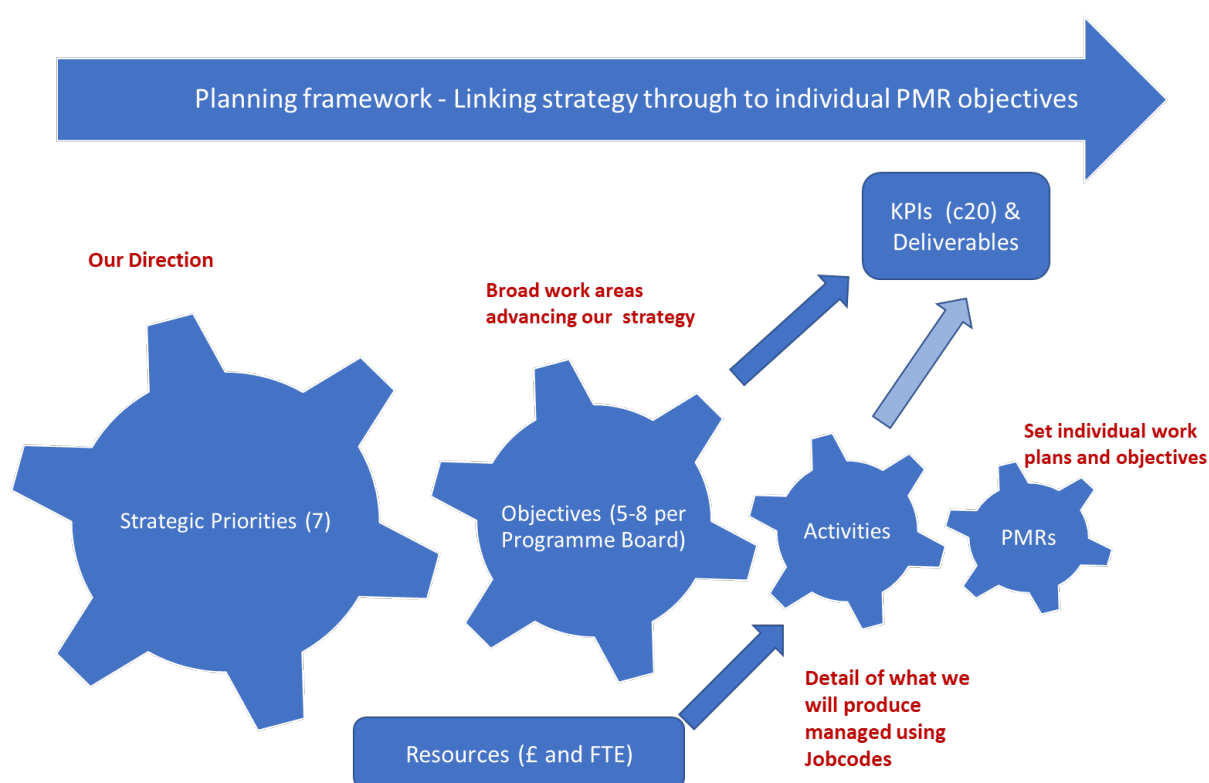






Figure 1. Outline of the structure of JNCC's connected planning framework.

The table below (Table 1) expands on our role in achieving these priorities and how we will know that we have achieved success.

Table 1. Summary of JNCC's strategic priorities.

Strategic Priorities	Our role in realising success	What wider success looks like in 2030
 Respond to the global biodiversity crisis	<ul style="list-style-type: none"> Collaborate with international organisations to shape MEA frameworks Support the UK Government's international negotiations as its scientific advisor Promote collaboration within the UK on international commitments Support countries beyond the UK, informing their environmental strategies Support the UKOTs and CDs in understanding and engaging with MEA processes 	<p>The global community agrees to work collaboratively, taking transformative actions to achieve economic and social development via nature recovery</p>
 Advise on policy to progress nature recovery	<ul style="list-style-type: none"> Maintain surveillance schemes to assess change in species at the UK level Develop methods to help detect habitat change across the UK Enhance data on environmental pressures that affect biodiversity Develop a trans-boundary evidence base to inform international policy Liaise with UKOTs and CDs to include biodiversity data in reports for MEAs 	<p>UK is on track to halt and reverse biodiversity loss</p>
 Align nature and climate change actions	<ul style="list-style-type: none"> Assess and provide advice on the impacts of climate change on nature Develop evidence to assess how nature responds to climate change Enable integration of biodiversity and climate change into investment Share UK expertise internationally to drive global progress towards 30by30 Engage with the UNFCCC process to embed nature in climate policies 	<p>UK policy decision-making, monitoring and reporting reflect clear links across pollution, biodiversity and climate action</p>
 Innovate and advance our learning	<ul style="list-style-type: none"> Investigate emerging technologies to improve monitoring approaches Build relationships with research institutions to drive innovative thinking Take an inter-disciplinary approach to developing solutions Work on transboundary issues and at multiple scales Assess the impact of policy implementation on biodiversity 	<p>UK invests and uses novel techniques to survey species/habitats, detect local scale change and develop tailored solutions to solve environmental challenges</p>



Objectives for each programme for 2023/24

The objectives in the table below (Table 2) frame and direct the focus of our activities for the financial year 2023 to 2024 (2023/24) and how we will allocate our resources.

Table 2. Objectives for each programme of work for 2023/24.

Programme	Objective
UK coordination	Provide co-ordination across the four countries to facilitate a shared UK response to international commitments including beginning to evolve the indicators to assess implementation.
	Maintain the existing picture of biodiversity state and change across the UK provided through the species surveillance schemes.
	Consider how protected areas are monitored to make better use of technologies and emerging protocols to enable scaling to cover a broader area of the countryside.
	Work across the four countries to share experiences on how decisions on land use change can better integrate biodiversity.
	Continue to build an understanding of the impact of policies and interventions on UK nature recovery.
	Work across the four countries to improve the evidence and processes to address the impacts of pollution on biodiversity.
	Work with the four countries to enable the development and maintenance of a coherent UK network of protected areas.
Marine	Provide evidence, advice and services to facilitate marine habitat and species protection in the context of energy security.
	Provide advice to competent authorities and industry to facilitate sustainable management of licensed offshore industry activities.

Programme	Objective
Marine (continued)	Deliver designations advice to governments across the UK to further develop the offshore protected area network and conservation advice to actively support the furtherment of conservation objectives across the offshore network.
	Provide support and advice to governments and regulators on the implementation of fisheries management measures and the broader ecosystem approach to fisheries.
	Work with partners to collect biodiversity and environmental data for offshore Marine Protected Areas (MPAs) and the wider seas.
	Enhance datasets for UK waters and associated products, with improved internal data management and streamlining of processes allowing for better and faster access to data for stakeholders and partners.
	Build natural capital evidence to support the management and recovery of marine ecosystems for a sustainable blue economy.
	Provide evidence on the status and trends of marine ecosystems to assess progress towards sustainable use and nature recovery.
	Provide advice on streamlined reporting and the implementation of the UK Marine Strategy assessments and environmental target development.
International	Complete the JNCC International Roadmap setting out how the International Directorate will achieve JNCC's Strategy to 2030, prioritising activities across Multilateral Environmental Agreements (MEAs), countries, funding sources and themes.
	Lead the development of a new HMG (His Majesty's Government) Overseas Territories Biodiversity Strategy, in partnership with Overseas Territories (OTs) and Defra.

Programme	Objective
International (continued)	Provide policy and operational advice on CITES (the Convention on International Trade in Endangered Species of Wild Fauna and Flora) and illegal wildlife trade, ensuring ongoing compliance and reductions in pressures on biodiversity from illegal and unsustainable trade.
	Continue to develop a robust evidence base to inform and shape international policy.
	Provide technical assistance to the Overseas Territories (OTs) to support their biodiversity and wider environmental management strategies, including embedding natural capital approaches and engaging with Multilateral Environmental Agreement (MEA) processes.
	Continue to support UK government with implementation of key biodiversity and climate change Multilateral Environmental Agreements (MEAs), informing UK negotiating positions and fulfilling reporting obligations with evidence-based advice.
	Influence and make best use of ODA (Official Development Assistance) funding to supporting eligible countries in overcoming challenges that threaten the environment and the livelihoods that depend on them.

Corporate services objectives

For corporate and cross-cutting services, our focus for the year ahead will be to continue to provide high-quality services in support of our delivery teams (UK, Marine and International), whilst embedding greater responsibility and awareness for sustainable practices across the organisation. To do this we will combine an approach of increasing and maintaining our capacity, skills and flexibility while building on the system changes we initiated in 2022/23 to build resilience and manage workloads while maintaining excellent customer service standards. Common across all corporate services will be the development of the cross-cutting roadmaps under the new Strategy which will signal our plans for service improvements,

including the roll out of a new corporate finance and Human Resources (HR) system, agreed service standards and a move towards a common business partnering approach to support, advise and challenge teams throughout the year (see Table 3).

Table 3. Corporate services objectives.

Area	Objective
Communications	Review our communications and stakeholder engagement activities, approaches and resources to further develop our external profile so that we can increase the impact of our work in influencing decision makers and wider society.
Human Resources (HR)	Continue to support managers to recruit and retain a high quality, motivated and productive workforce which is fairly rewarded and supported in its ambitions to learn and develop.
	Review and update key HR (Human Resources) policies and processes to make it easier for staff and managers to fulfil their expectations.
Finance	Maintain our excellent financial control framework while developing more responsive management accounting information and advice to support budget holders in fulfilling their responsibilities to flex and prioritise resources while securing good value for our funders.
Digital and data services	Maintain a robust and responsive service around IT (information technology) support provision, data management and cyber security.
	Provide technical assistance to develop improved management information and support integration of this within the new corporate system.
	Develop the procedures and processes to ensure JNCC can re-establish its technical infrastructure following a serious incident such as a significant cyber security attack.

Area	Objective
Governance and Support Services	Maintain delivery of high quality, timely services to support our customers.
	Maintain effective corporate governance arrangements, managing processes for risk management and internal control, ensuring compliance with the corporate governance framework, to achieve a full statement of internal control at the end of the financial year.
	Embed awareness of sustainable practices within JNCC, refreshing our environmental management system and solidifying environmental responsibility through our ISO 14001:2015 certification process.

Measuring performance

Over the course of this year, we will develop a set of key performance indicators (KPIs) in order to measure progress against our new strategy. Performance management during the financial year 2023 to 2024 (2023/24) will focus on delivery of key milestones which are set out in **Annex A**.

Resources

Indicative budgets

Table 4. Resource funding forecast for the financial years 2023/24 and 2024/25.

Resource funding (£)	2023/24 (forecast)	2024/25 (forecast)
Baseline Grant in Aid (GiA) allocation	8,109,452	8,059,452
Depreciation	30,000	30,000
ODA (Official Development Assistance) ringfenced	60,000	60,000
Savings	- 100,000	- 445,214
Other adjustments	- 10,000	
Baseline GiA Total	8,089,452	7,704,238
Other GiA allocations	1,788,600	2,578,600
Delegated Authority Document total	9,878,052	10,282,838
In year GiA transfers (at Quarter 1)	7,098,627	8,000,849
Total GiA	16,476,679	18,238,687
Other income (forecast)	3,887,337	3,397,954
Total income	20,864,016	21,681,641

Table 5. Capital funding forecast for the financial years 2023/24 and 2024/25.

Capital funding (£)	2023/24 (forecast)	2024/25 (forecast)
Baseline GiA (Grant in Aid) allocation	-	-
Savings	-	-
Science capital Research and Development (R & D) – ringfenced	740,000	798,000
Other allocations	6,003,879	
Delegated Authority Document total	7,008,879	798,000

Table 6. Total funding forecast for the financial years 2023/24 and 2024/25.

Total funding (£)	2023/24 (forecast)	2024/25 (forecast)
Resource funding Baseline Grant in Aid (GiA) allocation	8,109,452	8,059,452
Resource funding baseline adjustments	- 20,000	- 355,214
Capital funding baseline	-	-
Capital funding baseline adjustments	7,008,879	798,000
Baseline GiA Total	15,178,331	8,502,238
Other GiA allocations	1,788,600	2,578,600
Delegated Authority Document total	16,966,931	11,080,838
In year GiA transfers	7,098,627	8,000,849
Total GiA	24,065,558	19,081,687
Other income (forecast)	3,887,337	3,397,954
Total income	27,952,895	22,479,641

Budget by programme

Table 7. Budget by programme, including pay and non-pay for the financial year 2023 to 2024 (2023/24).

Programme	Pay	Non-pay	Total
International	3,536,221	3,730,801	7,267,022
Marine	4,816,566	4,769,005	9,585,571
UK Coordination	3,451,257	3,692,221	7,143,478
Corporate Services	2,675,365	1,752,851	4,428,216
Chief Scientist			0
Chief Executive Officer (CEO) (committee)	105,025	57,000	162,025
Total	14,584,434	14,001,878	28,586,312

Workforce plans (excluding ELT and Joint Committee)

Table 8. Workforce plans for numbers of staff (forecast full-time equivalent (FTE)), excluding the Executive Leadership Team (ELT) and Joint Committee, for the financial years 2023 to 2024 (Quarter 1 (Q1) to Quarter 4 (Q4)) and 2024 to 2025.

	2023-24 (forecast)				2024-25
	Q1	Q2	Q3	Q4	
Forecast FTE	280	285	285	285	280

Annex A. Our critical milestones for the financial year 2023 to 2024 (2023/24)

Milestones prefixed with * and shaded are reported to Defra ministers on a quarterly basis.

Table 9. Critical milestones for Quarter 1 of 2023/24.

Programme	Objective	Milestone
International	Continue to develop a robust evidence base to inform and shape international policy.	* Support the publication and dissemination of the OSPAR (Convention for the Protection of the Marine Environment of the North-East Atlantic) Quality Status Report including participation at international events.
	Continue to support UK government with implementation of key biodiversity and climate change Multilateral Environmental Agreements (MEAs), informing UK negotiating positions and fulfilling reporting obligations with evidence-based advice.	* Provide technical support to UK government at the 13th Advisory Committee meeting of the Agreement on the Conservation of Albatrosses & Petrels (ACAP), including stakeholder consultations.
	Provide policy and operational advice on CITES (the Convention on International Trade in Endangered Species of Wild Fauna and Flora) and illegal wildlife trade, ensuring ongoing compliance and reductions in pressures on biodiversity from illegal and unsustainable trade.	* Provide advice and support to Defra with Standing Committee preparations and represent the UK at the 32nd meeting of the Animals Committee.

Programme	Objective	Milestone
Marine	Enhance datasets for UK waters and associated products, with improved internal data management and streamlining of processes allowing for better and faster access to data for stakeholders and partners.	* Deliver the Feature Activity Sensitivity Tool (FeAST), in partnership with NatureScot and Scottish Government.
UK Coordination	Maintain the existing picture of biodiversity state and change across the UK provided through the species surveillance schemes.	* Publish updated annual trends in breeding birds.
		* Publish annual waterbird (including goose and swan) statistics.
		* Publish updated annual trends in bats.
		* Publish updated annual report on pollinators.
Communications	Review our communications and stakeholder engagement activities, approaches and resources to further develop our external profile so that we can increase the impact of our work in influencing decision makers and wider society.	Launch new JNCC strategy with season of internal and external events.
Governance and Support Services	Maintain effective corporate governance arrangements, managing processes for risk management and internal control, ensuring compliance with the corporate governance framework, to achieve a full statement of internal control at the end of the financial year.	Develop a simplified assurance reporting system that meets the needs of Team Leaders, Directors and Audit and Risk Assurance Committee (ARAC).

Table 10. Critical milestones for Quarter 2 of 2023/24.

Programme	Objective	Milestone
International	Provide technical assistance to the Overseas Territories (OTs) to support their biodiversity and wider environmental management strategies, including embedding natural capital approaches and engaging with Multilateral Environmental Agreement (MEA) processes.	Establish the Community Resilience Hub in the Turks and Caicos Islands (TCI), delivering capacity building opportunities on sustainable livelihoods and enterprise.
Marine	Deliver designations advice to governments across the UK to further develop the offshore protected area network and conservation advice to actively support the furtherment of conservation objectives across the offshore network.	* Develop and publish site-level conservation advice and site information centres for two offshore pilot Highly Protected Marine Areas (HPMAs).
	Provide evidence, advice and services to facilitate marine habitat and species protection in the context of energy security.	* Provide response to Energy National Policy Statement Consultation.
		* Provide response to Environmental Outcomes Report consultation.
	Provide support and advice to governments and regulators on the implementation of fisheries management measures and the broader ecosystem approach to fisheries.	* Marine Management Organisation (MMO) offshore Marine Protect Area (MPA) byelaw work programme - Deliver feedback on stage 3 assessments in advance of public consultation.

Programme	Objective	Milestone
Marine (continued)	Provide support and advice to governments and regulators on the implementation of fisheries management measures and the broader ecosystem approach to fisheries.	Support Defra in review of front-runner Fisheries Management Plans prior to public consultation. Provide advice in support of the parallel Strategic Environmental Assessment (SEA) process.
	Work with partners to collect biodiversity and environmental data for offshore Marine Protected Areas (MPAs) and the wider seas.	Deliver two Scottish Marine Protected Area (MPA) surveys (Firth of Forth and Pobie).
UK Coordination	Consider how protected areas are monitored to make better use of technologies and emerging protocols to enable scaling to cover a broader area of the countryside.	Publish a report on assessment of potential use of citizen science as a cost-effective way of validating Earth Observation data.
	Provide co-ordination across the four countries to facilitate a shared UK response to international commitments including beginning to evolve the indicators to assess implementation.	* UK Biodiversity Framework for principles of collaboration on delivery of the Kunming-Montreal Global Biodiversity Framework (GBF) signed off by all four countries and published.
	Work across the four countries to share experiences on how decisions on land-use change can better integrate biodiversity.	Opportunities for JNCC to pursue in Northern Ireland, Scotland, Wales identified for future prioritisation in future land use.

Programme	Objective	Milestone
UK Coordination (continued)	Work with the four countries to enable the development and maintenance of a coherent UK network of protected areas.	Review and propose a list of options for measuring effectiveness of protected areas network.
Digital and data services	Develop the procedures and processes to ensure JNCC can re-establish its technical infrastructure following a serious incident such as a significant cyber security attack.	Deploy a new backup system to manage JNCC digital assets in cloud-based system.
Finance	Maintain our excellent financial control framework while developing more responsive management accounting information and advice to support budget holders in fulfilling their responsibilities to flex and prioritise resources while securing good value for our funders.	Lay clean set of Annual accounts before summer recess.

Table 11. Critical milestones for Quarter 3 of 2023/24.

Programme	Objective	Milestone
International	Continue to support UK government with implementation of key biodiversity and climate change Multilateral Environmental Agreements (MEAs), informing UK negotiating positions and fulfilling reporting obligations with evidence-based advice.	Advise on the UK's negotiating position at CMS COP (Conference on Migratory Species Conference of Parties).
	Influence and make best use of Overseas Development Assistance (ODA) funding to supporting eligible countries in overcoming challenges that threaten the environment and the livelihoods that depend on them.	* Working with eight Ocean Country Partnership Programme (OCP) partner countries, undertaking activities to increase capacity and resilience through delivery of training and access to equipment, in support of sustainable marine management and decision making. Target to effectively manage delivery of six Marine Protected Area (MPA) management training courses (IUCN (International Union for Conservation of Nature) green listing, MPA management, CITES (Convention on International Trade in Endangered Species of Wild Fauna and Flora)) and two proactive emergency response training courses across eight countries.

Programme	Objective	Milestone
Marine	Enhance datasets for UK waters and associated products, with improved internal data management and streamlining of processes allowing for better and faster access to data for stakeholders and partners.	* Complete the delivery of all products for the EMODnet (European Marine Observation and Data Network) Seabed Habitats portal and submit final report summarising the current phase activity (2021–2023).
	Provide evidence on the status and trends of marine ecosystems to assess progress towards sustainable use and nature recovery.	* Coordinate UK national report to ASCOBANS (the Agreement on the Conservation of Small Cetaceans of the Baltic, North East Atlantic, Irish and North Seas) and provide scientific advice in support of the UK delegation.
		Submit data products and reports for the 25 Year Environment Plan (YEP) on marine indicators updates.
	Work with partners to collect biodiversity and environmental data for offshore Marine Protected Areas (MPAs) and the wider seas.	* Deliver one English Marine Protected Area (MPA) survey (Wight Barfleur Reef).
		* Deliver two Highly Protected Marine Area (HPMA) surveys (Dolphin Head and North East of Farnes Deep).
UK Coordination	Consider how protected areas are monitored to make better use of technologies and emerging protocols to enable scaling to cover a broader area of the countryside.	Complete high-level review of the potential use of Earth Observation data within conservation sector and JNCC's role within this (includes comparison of different analysis-ready data and their application).

Programme	Objective	Milestone
UK Coordination (continued)	Maintain the existing picture of biodiversity state and change across the UK provided through the species surveillance schemes.	Publish annual report on butterflies.
		Publish annual status of rare birds.
	Provide co-ordination across the four countries to facilitate a shared UK response to international commitments including beginning to evolve the indicators to assess implementation.	Publish JNCC's initial engagement score and assessment across governments and agencies of the four countries.
		Publish 2023 update of the UK Biodiversity Indicators.
Governance and Support Services	Maintain delivery of high quality, timely services to support our customers.	Roll out a new integrated corporate system (Enterprise Resource Planning (ERP) for finance and Human Resources (HR)) with training planned for all staff.
Digital and data services	Provide technical assistance to develop improved management information and support integration of this within the new corporate system.	Create and improve Information and Data Protection policies and procedures including leavers protocol, software request and guidelines.

Table 12. Critical milestones for Quarter 4 of 2023/24.

Programme	Objective	Milestones
International	Continue to develop a robust evidence base to inform and shape international policy.	* Publish a review of UK Biodiversity Indicators and their contribution to the Kunming-Montreal Global Biodiversity Framework (GBF) (with UK coordination programme).
	Influence and make best use of Overseas Development Assistance (ODA) funding to supporting eligible countries in overcoming challenges that threaten the environment and the livelihoods that depend on them	* Deliver key outcomes for ten Year 2 projects on waste management of chemical pollution by consortium partners in South Africa funded through the Overseas Development Assistance (ODA) Environmental Pollution Programme (EPP) programme.
	Lead the development of a new HMG (His Majesty's Government) Overseas Territories Biodiversity Strategy, in partnership with Overseas Territories (OTs) and Defra.	* Deliver draft UK Overseas Territories Biodiversity Strategy to Defra.
	Provide policy and operational advice on CITES (the Convention on International Trade in Endangered Species of Wild Fauna and Flora) and illegal wildlife trade, ensuring ongoing compliance and reductions in pressures on biodiversity from illegal and unsustainable trade.	* Manage CITES (the Convention on International Trade in Endangered Species of Wild Fauna and Flora) licensing Advisory Service to APHA (Animal and Plant Health Agency) advising on up to 25,000 CITES licence applications annually, with at least 90% returned within 5 working days.

Programme	Objective	Milestones
Marine	Build natural capital evidence to support the management and recovery of marine ecosystems for a sustainable blue economy.	In collaboration with the statutory nature conservation Bodies (SNCBs) develop an agreed think piece on optimising the Marine Protected Area (MPA) network across the UK with which to engage UK Government and the Devolved Administrations.
		Deliver marine Natural Capital and Ecosystem Assessment (mNCEA) surveys.
		* Deliver marine Natural Capital and Ecosystem Assessment (mNCEA) Year 3 Project Initiation Document (PID) to secure third year of project delivery.
		* Deliver English offshore Marine Protected Area (MPA) biological traits and function report for marine Natural Capital and Ecosystem Assessment (mNCEA).
		* Outputs of three JNCC-led marine Natural Capital and Ecosystem Assessment (mNCEA) projects produced to quality agreed with Defra.
		* Contribute to six marine Natural Capital and Ecosystem Assessment (mNCEA) projects led by partners.

Programme	Objective	Milestones
Marine (continued)	Enhance datasets for UK waters and associated products, with improved internal data management and streamlining of processes allowing for better and faster access to data for stakeholders and partners.	Co-ordinate Winter (Southern North Sea) SCANS (Small Cetaceans in European Atlantic waters and the North Sea) survey 2023.
	Deliver designations advice to governments across the UK to further develop the offshore protected area network and conservation advice to actively support the furtherment of conservation objectives across the offshore network.	With Marine Scotland & NatureScot, implement the selection process to identify options for Scottish Highly Protected Marine Areas (HPMAs).
		With Natural Resources Wales deliver formal pre-consultation advice to Welsh Government on possible Marine Conservation Zones (MCZs) to address shortfalls in the Welsh Marine Protected Area (MPA) network.
	Provide evidence, advice and services to facilitate marine habitat and species protection in the context of energy security.	* Complete annual update of Offshore Wind Environmental Evidence Register and publish High Priority Evidence Themes Report.
		Industry casework advice is delivered to regulators within agreed timeframes.
		Provide input to strategic compensation measures development.

Programme	Objective	Milestones
Marine (continued)	Provide advice on streamlined reporting and the implementation of the UK Marine Strategy assessments and environmental target development.	Lead the coordination of the biodiversity elements of the UK Marine Strategy, incorporating the OSPAR QSR (Convention for the Protection of the Marine Environment of the North-East Atlantic Quality Status Report) results, and including the update of environmental targets for relevant indicators.
	Provide evidence on the status and trends of marine ecosystems to assess progress towards sustainable use and nature recovery.	Produce assessments for benthic, seabirds and marine mammals, to evaluate to what extent Good Environmental Status has been achieved, what drivers, activities and pressures are affecting state, and if climate change is having an effect.
	Work with partners to collect biodiversity and environmental data for offshore Marine Protected Areas (MPAs) and the wider seas.	* Deliver three Scottish Monitoring Reports.
		* Deliver seven English Monitoring Reports.
UK Coordination	Consider how protected areas are monitored to make better use of technologies and emerging protocols to enable scaling to cover a broader area of the countryside.	Explore how the processing of Earth Observation data can be automated to detect change in habitat condition.
	Continue to build an understanding of the impact of policies and interventions on UK nature recovery.	* Publish first analyses of linking impact of policy actions on species trends.

Programme	Objective	Milestones
UK Coordination (continued)	Maintain the existing picture of biodiversity state and change across the UK provided through the species surveillance schemes.	* Publish BirdTrends report annual update, presenting bird population trends and demographic data and describing causes of change.
		* Publish updated annual trends in butterflies.
		* Publish updated annual report on plant status.
	Provide co-ordination across the four countries to facilitate a shared UK response to international commitments including beginning to evolve the indicators to assess implementation.	UK Response to Kunming-Montreal Global Biodiversity Framework (GBF) agreed, outlining how the UK will achieve the Framework, and where and how the four countries will work together.
		* Publish a review of UK Biodiversity Indicators and their contribution to the Kunming-Montreal Global Biodiversity Framework (GBF) (with International programme).
	Work across the four countries to improve the evidence and processes to address the impacts of pollution on biodiversity.	Finalise an approach to applying Decision Making Thresholds for air pollution and promote through the website including a video.
		* Promote the beta version of the Air Pollution Assessment Service (APAS) tool (formerly known as UK AERIUS).

Programme	Objective	Milestones
Digital and data services	Maintain a robust and responsive service around IT (information technology) support provision, data management and cyber security.	Maintain availability to on-premises network services and minimise downtime by scheduling maintenance sessions. Keep within SLA (service level agreement) of 99.9% uptime. Respond to 75% of calls within agreed SLA response times of 4 hours.
Governance and Support Services	Maintain delivery of high-quality, timely services to support our customers.	EMS/ISO14001 implemented and all staff trained appropriately.

JNCC is the only statutory nature advisor to all four countries of the UK. We provide robust scientific evidence and advice to help decision makers turn science into action for nature to guide the UK on a sustainable path. We work across land, sea and air with partners throughout the UK, the UK Overseas Territories, the Crown Dependencies and around the world. For over 30 years our trusted expertise, dedication and skills have underpinned nature conservation and recovery. We know that a thriving natural world is essential for humanity's prosperity and wellbeing. We use our convening power to bring stakeholders together to drive innovative action in the interests of local and global nature conservation and recovery.

JNCC. 2023. JNCC Business Plan 2023 to 2024.
<https://hub.jncc.gov.uk/assets/1cff7410-6f1b-4f00-8ea9-d87900e724e5>

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