

NERC SCORECARD 05/06 to 07/08 revised version May 2007

- Greyed out boxes indicate completed items.
- The owner is the person responsible on NERC's internal software - STAR (System for Targets and Risks) – for progress updates and managing target risks.
- Numbering is not always sequential as it reflects the NERC STAR numbering system (this is needed to maintain a full audit history).

Deliverables	Director Responsible	Target	Timing	Director Responsible	Owner
Strategic Science: Climate Change					
1.Develop research capability to tackle aerosols, one of the biggest uncertainties in climate change.	Steven Wilson	1.1 Commit £4 m in aerosol research to build capability to tackle aerosols by December 2007.	Completed Q3 07/08	Steven Wilson	Tracey Henshaw
2.Generate new knowledge of the large-scale processes and interactions of the Earth system, through understanding climate processes, required to advance predictive capability.	Steven Wilson	2.1 Through QUEST and related programmes, create and co-ordinate around 10 large multidisciplinary projects that interact with other programmes, to address issues at the global scale. Projects to be awarded by Q4 07/08.	Completed Q4 07/08	Steven Wilson	Gina Adams
		2.2 In close partnership with other national and international programmes, establish the Global Science in the Antarctic Context programme to advance significantly the knowledge, understanding and predictability of the role of the Antarctic and Southern ocean in the Earth system. Including, undertaking Antarctic fieldwork in the summer season (Nov – March 07/08).	Q4 07/08	Chris Rapley	John Pye
		2.3 Advance understanding of environmentally important interactions between the atmosphere and the ocean, to identify the influence of exchanges of material on the global climate system by September 2006.	Completed Q2 06/07	Steven Wilson	Mike Webb
		2.4 Evaluate the requirements to build a database for understanding extreme warm climate events in the past based on BGS archives by end 07/08.	Q4 07/08	John Ludden	John Rees
		2.5 Understand the role of the Antarctic Circumpolar Current (ACC) in climate change through the establishment of real-time sea-level monitoring at Drakes Passage (Antarctica) by Q4 07/08.	Q4 07/08	Andrew Willmott	Phil Woodworth
		2.6 Develop the capability to perform high resolution simulations of the climate system that will enable improved assessments of changes in climate variability, regional rainfall,	Q4 07/08	Steven Wilson	Stephen Mobbs

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		weather patterns and extreme events, such as tropical cyclones. Including improvements in the simulation of El Nino due to better representation of ocean-atmosphere coupling by Q4 07/08.			
3.Evaluate the trans-Atlantic observing system for the North Atlantic overturning circulation.	Steven Wilson	3.1 Evaluation, redesign & redeployment of trans-Atlantic observing system, in collaboration with international funders as part of the RAPID programme by end April 07/08.	Q1 07/08	Steven Wilson	Mike Webb
4.Provide new trained people in interdisciplinary research areas related to climate change.	Steven Wilson	4.1 With ESRC, jointly fund 20 new interdisciplinary studentships per year, during 2007-08 to 2009-10, at least 50% of which should be relevant to the Living With Environmental Change Cross-Council programme. With the first round awarded by Q2 07/08.	Q2 07/08 & on-going until 2009-2010.	Steven Wilson	Avril Allman
Strategic Science: Earth's Life -support Systems					
5.Build an interdisciplinary community to address challenges in environment and human health.	Steven Wilson	5.1 Commit £2.4m of NERC funds in capacity building activities in the area of environment and human health during 2005-06 to 2007-08 and secure partnerships Cross-Council and with other funders.	Completed Q4 07/08	Steven Wilson	Lucy Parnall
		5.2 Establish and develop BGS Chemical and Biological Hazards programme and seek partnerships with epidemiologists.	Completed Q1 05/06	John Ludden	Ben Klinck
6. Invest in activities to predict and mitigate flood risk.	Steven Wilson	6.1 Commit £4.5m to FREE programme activities during 2005-06 to 2007-08. Final funding round allocation of £1.3M by Q3 07/08.	Q3 07/08 & Q4 07/08	Steven Wilson	Tracey Henshaw
		6.2 Establish BGS Groundwater Management programme (by end of June 2005).	Completed Q1 05/06	John Ludden	Denis Peach
7. Generate new knowledge in the areas of water management, soils, biodiversity and ecosystems to enable better stewardship of the environment.	Steven Wilson	7.3 Launch BGS projects developing expertise in water management, biodiversity and ecosystems.	Completed Q4 06/07	John Ludden	Denis Peach
8. Position UK scientists at the forefront of deep-ocean research to explore its role in moderating the Earth system as a whole, through co-ordinated investments by NERC Centre new programmes.	Steven Wilson	8.1 NERC research and collaborative centres to co-ordinate renewal programme proposals, linked to RAPID, QUEST and consortium grants and exploiting new platforms/technologies.	Completed Q3 06/07	Steven Wilson	Mike Webb
Strategic Science: Sustainable Economies					

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9. Publish a NERC-led stakeholder analysis on the science required for sustainable marine bioresources, to shape the NERC centre new programmes.	Steven Wilson	9.1 In consultation with stakeholders, identify key science priorities and implementation options in the area of sustainable marine bioresources by end 06/07.	Completed Q4 06/07	Steven Wilson	Mike Webb
		9.2 Develop NERC marine centre renewal proposals to address key science priorities for sustainable marine bioresources, working with partners (Oceans 2025).	Completed Q3 06/07	Steven Wilson	Mike Webb
		9.3 Generate new knowledge of the marine landscape (sea bed) and near shore environment by initiating a campaign of multi-beam surveys of the UK Continental Shelf by Q4 07/08.	Q4 07/08	John Ludden	Bob Gatliff
10. Generate new knowledge in science to support economic sustainability including areas such as, natural resources, energy and land use.	Steven Wilson	10.1 Continue to work with sister councils, deliver the objectives of the Rural Economy and Land Use Programme, including participation in the conference on: Research on Rural Resource Management and the Rural Economy: Addressing the Local Dimension (May 2007).	Q1 07/08 & ongoing to 2009	Steven Wilson	Chris Baker
		10.2 Develop new 3D mapping and modelling systems and an improved understanding of the shallow three-dimensional geosphere to support sustainable development and management of the environment. Testing and Developing of new systems by end 07/08.	Q4 07/08	John Ludden	Mike Lee
		10.3 Establish energy themes in NERC centre programmes.	Completed Q1 06/07	Steven Wilson	Chris Baker
		10.5 Develop a strategy for informing stakeholders on use of the subsurface for waste disposal by end 07/08	Q4 07/08	John Ludden	Andrew Bloodworth
		10.6 Deliver key geological information on ground stability and other geo-environmental hazards.	Completed Q3 06/07	John Ludden	Dave Bridge
		10.7 Continue to work with stakeholders to deliver the objectives of the Countryside Survey (CS2007). Undertake field survey in 2007 and deliver main report by end of 2008.	Q4 07/08	Pat Nuttall	Matthew Stiff
11. With other research councils in the energy programme, support research in the areas of carbon management and renewable energy sources.	Steven Wilson	11.1 Build on cross-council investments and partnerships in energy and deliver science in the areas of renewable energy and carbon dioxide sequestration.	completed Q4 05/06	Steven Wilson	Chris Baker
Blue Skies					

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12. Increase investment in blue skies schemes to help maintain the amount of research and to support the health of environmental disciplines.	Steven Wilson	12.1 Maintain support of blue skies schemes in real terms.	Completed Q4 06/07	Steven Wilson	Anne McFarlane
13. Increase the number of interdisciplinary consortia grants to strengthen the UK environmental base.	Steven Wilson	13.1 Commit an additional £4m to consortia scheme during the period 2005-06 to 2007-08	completed Q3 05/06	Steven Wilson	Anne McFarlane
14. Evaluate blue skies investments to identify broad science outcomes.	Steven Wilson	14.1 Deliver a pilot study on the benefits and impact of blue skies research.	Completed Q4 06/07	Steven Wilson	Gregor McDonagh
Cross-cutting Science & Technologies					
15. Maintain capabilities and skills in a diverse range of underpinning cross-cutting science and technologies to enable NERC's strategic science.	Steven Wilson	15.1 Continue participation in the Integrated Ocean Drilling Program within climate and other NERC strategy-relevant themes.	Ongoing	Steven Wilson	Chris Franklin
		15.2 In partnership with DTI, establish the new Centre for Earth Observation Instrumentation by April 2007.	Q1 07/08	Steven Wilson	Claudia Hawke
		15.3 Develop and begin executing an implementation plan for NERC e-Science strategy by end of June 2007.	Q1 07/08	Steven Wilson	Ned Garnett
16. With partners, decide on the level of future investments in the European Space Agency.	Steven Wilson	16.1 Decide on the UK's contribution to the 3rd tranche of the ESA Earth Observation Envelope Programme (EOEP -3); by December 2005.	Completed Q3 05/06	Steven Wilson	Claudia Hawke
		16.2 With partners, decide on the potential UK subscription to the ESA GMES: Space Component Programme by end of December 2005.	Completed Q3 05/06	Steven Wilson	Claudia Hawke
47. With partners in the British National Space Centre, contribute and respond to the House of Commons S&T Select Committee Inquiry into UK Space Policy.	Steven Wilson	47.1 Provide a contribution to the formal Government Response to the Committee's recommendations within 2 months of the publication of the S&T Select Committee Inquiry into UK Space Policy (publication expected May or June 2007); and an implementation plan for taking forward any associated actions within 4 months of its publication.	Q2 07/08 & Q3 07/08	Steven Wilson	Claudia Hawke
17. Publish and implement the NERC technology strategy.	Steven Wilson	17.1 Develop and begin implementation of a technology strategy for NERC including technology development priorities and commercialisation routes by December 2007.	Q3 07/08	Steven Wilson	Claudia Hawke
18. Make major advances in polar knowledge and understanding, including	Steven Wilson	18.1 Invest in the strategic area of polar science through international polar year and provide leadership in scientific and	Completed Q4 06/07	Steven Wilson	Tracey Henshaw

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development of a new generation of polar scientists and engineers.		logistical planning.			
Delivering our Science					
19. Work with other councils to deliver the RCUK efficiency savings to an annual total of £170m by 2007/08.	David Bloomer	19.1 Deliver NERC Gershon efficiency savings to an annual total of £22.57m by end 2007/08.	Q4 07/08	David Bloomer	Nigel Sully
20. Review and renew strategic programmes in NERC centres.	Steven Wilson	20.1. Renew strategic programmes in NERC centres in the marine (Oceans 2025) and earth observation sectors, and the cross-council Tyndall Centre for Climate Change Research, increasing emphasis on direct delivery of NERC strategic aims and infrastructural sustainability. By Feb 2008.	Q4 07/08	Steven Wilson	Phil Heads
		20.2 Implement Council's decision on size and shape of CEH. and deliver the changes by March 2010.	Ongoing until 2010	Pat Nuttall	Brian Butler
21. Establish NERC's long-term strategic priorities and strategic framework for delivering the priorities.	Alan Thorpe/Steven Wilson	21.1 Launch the next NERC strategy (Sept 2007) and Council to agree the strategy implementation plan (Sept 2007).	Q2 07/08	Steven Wilson	Hazel Jeffery
		21.2 Strengthen the NERC strategy delivery process, so that resources are targeted more accurately and flexibly as priorities changes, through implementation of new processes (FAB project). Start implementation Q3 07/08.	Q3 07/08	Steven Wilson/David Bloomer	Phil Heads
		21.3 Improve business performance management through the development of a NERC corporate Balanced Scorecard (incorporating OSI requirements). Implement a Balanced Scorecard, ready to produce reports for Council, by the end of March 2008.	Q4 07/08	John Hansford	Jo Tudor
48. Work with other councils to set up the Shared Service Centre.	John Hansford	48.1 By end of March 2008, complete the piloting of the new Shared Service Centre processes.	Q4 07/08	John Hansford	Andrew Lewis
Trained People					
22. Deliver a review of Masters' provision that helps to address users and employers needs in the UK.	Steven Wilson	22.1 Undertake a zero-based review of Masters' provision.	Completed Q3 05/06	Steven Wilson	Avril Allman
23. Continue to invest in trained people and target some of this training to meet interdisciplinary challenges.	Steven Wilson	23.2 Design and implement (to be confirmed), with other funding partners, specific training elements as part of the 'Living With Environmental Change' interdisciplinary programme by end 07/08 (see also target 4.1 for a studentship	Q4 07/08	Steven Wilson	Phil Newton

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		component).			
International Collaboration					
24.Establish NERC's International Opportunities Fund to stimulate UK leadership in programme areas	Steven Wilson	24.1 Invest £1.6m 0.8m by 2005-06 from the International Opportunities Fund.	Completed Q4 05/06	Steven Wilson	Lesley Aspinall
25.Deliver collaborative workshops and explore potential for strategic collaboration with China and the FCO as part of UK/China Partners in Science Initiative.	Steven Wilson	25.1 Explore the potential for strategic collaboration with China in the areas of i) climate change, ii) polar science, and iii) geological approaches to carbon storage.	Completed Q4 06/07	Steven Wilson	Ruth Boumphrey
26.Work with the International Group of Funding Agencies (IGFA) to review the funding arrangements of International Project Offices to improve their long-term sustainability	Steven Wilson	26.1 Work with International Group of Funding Agencies (IGFA) to review funding arrangements of International Projects Offices (IPO) – subject to IGFA planning processes. Mechanisms and timetable yet to be agreed.	To be agreed	Steven Wilson	Chris Baker
27. Develop closer cooperation with DfID.	Steven Wilson	27.1 Work with DfID on the Ecosystem Services and Poverty Alleviation (ESPA) research programme. Specifically contributing the cost of programme management and ensuring that the awards for regional assessment exercises are announced by summer 2007.	Q2 07/08 & ongoing	Steven Wilson	Caroline Culshaw
Facilities and Infrastructure					
28.Complete the construction of the RRS James Cook	David Bloomer/Ed Hill	28.1 Deliver the RRS James Cook in accordance with agreed contract.	Completed Q4 06/07	David Bloomer/Ed Hill.	Edward Cooper
49. Begin the replacement process for the RRS Discovery.	David Bloomer/Ed Hill	49.1 Approval of the science case by RCUKEG in December 2007 and of the business case by RCUKEG in February 2008.	Q4 07/08	David Bloomer/Ed Hill.	Edward Cooper
29.Begin the Construction of the Halley VI Antarctic Research Station and remove Halley V.	Chris Rapley	29.1 Invest £38m in the construction of the Halley VI and removal of Halley V (£21.5m in SR2004, of which £18m is from the Large Facilities Roadmap Funding; balance from NERC provisions and savings elsewhere) by March 2010.	Ongoing until 2010	Chris Rapley	John Pye

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30. Work with councils and other partners to procure next generations of high-performance computing capability.	Steven Wilson	30.1 Invest £3.25m (capital) to enable the procurement of the next generation high-performance computing capability by Q4 06/07.	Completed Q4 06/07	Steven Wilson	Andy Parsons
		30.2 Jointly with EPSRC and Met Office to decide whether to procure the successor to HECToR as a partnership between the three parties (by April 2007).	Q1 07/08	Steven Wilson	Andy Parsons
31. Implement 80% full economic costing for research activities.	Steven Wilson	31.1 Work with NERC research and collaborative centres, universities and others to ensure the effective introduction of FEC. (see Target 12.1).	Completed Q2 05/06	Steven Wilson	Judy Parker
32. Ensure that research centres infrastructure is put on a sustainable trajectory in line with the NERC Capital Investment Strategy.	David Bloomer	32.1 In addition to contributions to non-building related large facilities, invest an average of £20m per annum in buildings and equipment to ensure NERC research centres remain internationally competitive, with appropriate equipment and buildings.	Q4 05/06 to 07/08	David Bloomer	Meryl Hayward
		32.2 Invest £9.6m on re-building facilities at BGS Keyworth by 2009.	Ongoing until 2009	David Bloomer	John Eacott
Stakeholder Engagement					
33. Through ERFF, increase the coordination of environmental sciences in the UK.	Steven Wilson	33.1 Work through ERFF to improve coordination of, environmental research in the UK, by ensuring active NERC participation in all its working groups and activities, and specifically taking the lead in developing coordinated input to CSR2007.	Completed Q4 06/07	Steven Wilson	Liz Fellman
34. Improve user engagement in the development and delivery of science priorities.	Steven Wilson	34.1 Increase the numbers of end users (non-academics) engaged in the process of peer review by a total of 20% over the CSR2007 period.	Q4 07/08	Steven Wilson	Richard Blackmore
		34.2 All new/developing directed programmes to include plans for engaging users as part of their KT strategies, and all activities to identify and develop new priorities to include mechanisms for capturing input from users.	Completed Q1 06/07	Steven Wilson	Stephen Loader
35. Increase public consultation of science issues.	Janice Timberlake	35.1 Aim to begin up to five public consultations on scientific issues, strategic issues or matters of public concern in the science area by the end of March 2008.	Q4 07/08	Janice Timberlake	Sheila Anderson
36. Redevelop the NERC web site to	Janice	36.1 Web site will be restructured, with new design, improved	Completed	Janice	Richard

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improve user and public access to NERC science.	Timberlake	search and other tools, and refreshed content. Resulting site should be highly usable, give the best possible "corporate image" and improve NERC's profile /exposure on the web.	Q2 06/07	Timberlake	Hemingway
		36.2 Redevelop the POL website in-line with the main NERC site by the end of financial year 06/07.	Completed Q4 06/07	Andrew Willmott	Andrew Willmott
Knowledge Transfer: Impact Through Policy					
37. NERC will improve the policy relevance of its science, and through improved communication, increase the impact of that science on policy formation.	Steven Wilson	37.1 Develop partnerships with key NERC stakeholders in the public and private sector to advance and disseminate knowledge and inform policy and decision-making; first partnership activities to be in place by June 2007.	Q1 07/08	Steven Wilson	Dan Osborn
		37.2 Inform policy-makers about policy-relevant NERC science outcomes through a series of targeted briefings, and by improving scientist/ policy-maker links. Hold a joint workshop with ESRC to provide training for scientists in getting research into practice (by September 2007). Hold a science briefing for policymakers to showcase NERC science on sea level rise (by March 2008).	Q2 07/08 and Q4 07/08	Steven Wilson	Caroline Fenwick
		37.3 Increase support for placements in parliamentary offices for NERC students by 50 per cent by end August 2007.	Completed Q2 06/07	Steven Wilson	Faith Culshaw
Knowledge Transfer: Products and Services					
38. NERC will provide valuable services to the private and public sector, in the UK and internationally in balance with its core science activity.	David Bloomer	38.1 To provide valuable services commensurate with the generation of £40-£50m of income per annum.	Q4 05/06 to 07/08	David Bloomer	Richard Blackmore
39. NERC will improve the performance of UK plc through greater access to its data holdings (while maintaining compliance with HMT fees and charges regulations).	David Bloomer	39.1 Increase revenues from data sales and products, by improved curation and ease of access. Revenues to be in excess of £3.5m per annum by the end of 07/08.	Q4 07/08	David Bloomer	Richard Blackmore
Knowledge Transfer: Commercialisation					
40. Directly drive UK PLC performance through delivery of a sustained increase	David Bloomer	40.1 Further grow the entrepreneurial culture within our research centres. Demonstrate this by an increase in the number	Q4 07/08	David Bloomer	Tessa Edgecombe

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in the rate of licensing and spinouts from NERC research centres.		of ideas disclosed by Research Centre scientists to the commercialisation team. 40 ideas to be disclosed by the end of March 2008.			
		40.2 Increase the rate at which commercialisation ideas are translated into commercial deals. Realise 4 deals by the end of March 2008.	Q4 07/08	David Bloomer	Tessa Edgecombe
41. During the delivery period NERC will increase the promotion of commercialisation of NERC-funded science in universities and NERC collaborative centres.	Steven Wilson	41.1 Establish a new Environment Young Entrepreneurs Scheme (YES) to promote commercialisation of research ideas to postgraduates and postdocs by October 2006.	Completed Q3 05/06	Steven Wilson	Stephen Loader
		41.3 Help speed up the rate of conversion of new ideas arising from NERC investments into commercial reality by investing up to £500k pa for proof-of-concept projects in the Follow-on-Fund by March 2008.	Q4 07/08	Steven Wilson	Stephen Loader
42. During the delivery period NERC will implement a LINK franchise to encourage more collaborative research across the NERC remit.	Steven Wilson	42.1 Establish and operate twice-yearly calls for a new partnership research grant scheme (under a LINK franchise) to support collaborative research with industry and public sector users.	Completed Q1 06/07	Steven Wilson	Stephen Loader
Knowledge Transfer: Skills Transfer					
43. Increased numbers of environmental scientists and users with direct experience of working together on research programmes.	Steven Wilson	43.1 Substantially increase the number of CASE studentships awarded in our annual competition, from 20 to 35 (by September 2006).	Completed Q2 05/06	Steven Wilson	Stephen Loader
Knowledge Transfer: General					
50. Begin implementation of the Warry Report recommendations.	Steven Wilson	50.1 Implement [in full] the recommendations set out in the RCUK "Action Plan for Delivering and Demonstrating an Increase in the Economic Impact of the Research Councils". Including publication of a report on the implementation of recommendations 1-4 of the Warry Report by end July 2007.	Q2 07/08 & on-going	Steven Wilson	Richard Blackmore
44. Stimulate Knowledge Transfer in the UK environmental sciences by providing a source of advice and best practice for innovations in this area.	Steven Wilson	44.1 Establish a pilot-scale brokerage unit/forum (by October 2007) to facilitate knowledge transfer in the environmental sciences between the science base, policymakers and industry.	Q3 07/08	Steven Wilson	Stephen Loader

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45. Knowledge Transfer forms a part of initial scientific planning for all NERC research investments.	Steven Wilson	45.1 KT plans, relevant to the nature of the proposal, submitted for <u>all</u> responsive mode applications by March 2008.	Q4 07/08	Steven Wilson	Judy Parker and Richard Blackmore
46. NERC will improve awareness of the impacts of NERC science.	Steven Wilson	46.1 Implement a systematic approach for the collation, recording and dissemination of the impacts of NERC science, by March 2008, following the Warry baseline economic impact study.	Q4 07/08	Steven Wilson	Faith Culshaw
		46.2 Promote the awareness of the impacts of NERC science by extending the outreach of the e-newsletter <i>Using NERC Science</i> .	Completed Q2 06/07	Steven Wilson	Faith Culshaw