



Business Plan 2004



**British
Antarctic Survey**

NATURAL ENVIRONMENT RESEARCH COUNCIL

**BUSINESS
PLAN
2004**

Executive Summary

BAS Business Plan 2004 sets the agenda and priorities for the Survey to achieve its Mission during Financial Year 2004/05. The Plan is relevant to everyone in BAS and is published on the BAS Intranet (<http://basweb.nerc-bas.ac.uk/busplan/>).

BAS Vision

BAS aspires to become by 2012 the Leading International Centre for Global Science in the Antarctic Context.

BAS Mission

The BAS Mission is to undertake a world-class programme of scientific research and to sustain for the UK an active and influential regional presence and a leadership role in Antarctic affairs.

BAS Priorities for Financial Year 2004/05

- Antarctic Science in the Global Context
- Secure the agreement of the Science & Innovation Strategy Board (SISB) for the next Quinquennial Programme (Q4), 2005-2010
- Start the Halley replacement project
- Maintain the emphasis on staff development
- Support NERC's developing corporate management arrangements
- Make further improvements in the operational planning processes
- Continue the clean up of abandoned bases, improve environmental management and develop sustainable energy
- Refine and improve the matrix management structure
- Develop and implement strategies for information management, systems and technology
- Maintain expenditure within budget guidelines
- Leading role in the International Polar Year

Resources

The BAS budget is broadly in balance, but the Survey still needs to improve the way in which it now has to manage capital and resource expenditure separately. Action will therefore continue with budget holders to achieve better forecasting and to ensure that all allowable expenditure is capitalised. The BAS Board will impose appropriate controls should it become necessary to avoid an overspend in 04/05.

BAS BUSINESS PLAN 2004

Index

	Page
Executive Summary	i
Index	iii
Tables & Appendices	iv
Foreword by Director	1
Scope and Purpose of the Plan	1
NERC Mission and Strategic Aims	1
The BAS Vision	1
BAS Strategic Priorities to 2012	1
The BAS Mission	2
Overall BAS Objectives	2
BAS Culture	2
Business Plan 2004 Priorities for Financial Year 2004/05	3
Completing Antarctic Science in the Global Context (2000-05) – Q3	3
The Next Quinquennial Programme – Q4 2005-2010	4
Collaboration and Partnerships	4
Antarctic Funding Initiative (AFI)	5
Knowledge Transfer and Commercialisation	5
International Polar Year (IPY) – 2007/08	5
Science Programmes & Coordination	5
Research Studentships within BAS	5
Support to the Foreign and Commonwealth Office (FCO)	6
Science & Society	6
Management of Externally Funded Projects	6
Environmental Management	7
Finance	7
Supporting Science	8
Mandatory Requirements	9
Objectives and Performance Measurement	10

Tables

		Page
1.	Income and Expenditure Summary	11
2.	Income Summary	13
3.	Manpower & Staff Cost Profile – BAS Posts	15
4A.	Summary of Total Expenditure	17
4B.	Summary of ALD Expenditure by Location, Ship & Air	18
5.	Summary of Total Expenditure by Programme	19
6.	Summary of Total Expenditure by Project	21
7.	Summary of Total Expenditure for Support Divisions	23
8.	Support Divisions Capital Expenditure	25
9.	ALD Major Projects	27
10.	Science Divisions Capital Items	29
11.	South Georgia	31
12.	Arctic Station	33
13.	Port Lockroy	35
14.	Antarctic Funding Initiative	37
15.	Analysis of Total Exp 2004/05 by purpose & type	39
16.	Planning Assumptions	41
17.	Pricing Guide – 2004/05	45
18.	BAS Change and Performance Objectives	49

Appendices

1.	Budget Delegation Flowchart – FY 2004/05 – ALD	51
2.	Budget Delegation Flowchart – FY 2004/05 – GSD	53
3.	Budget Delegation Flowchart – FY 2004/05 – BSD	55
4.	Budget Delegation Flowchart – FY 2004/05 – PSD	57
5.	Budget Delegation Flowchart – FY 2004/05 – EID	59
6.	Business Plan Distribution List	61

1. Foreword by Director

The purpose of the BAS Business Plan is to set out the Survey's priorities and objectives for the financial year 2004-2005 and the associated financial plan. This year we complete our Q3 programme "Antarctic Science in the Global Context" and embark on the detailed planning for Q4 "Global Science in the Antarctic Context". It will be important to sustain the effort on the publication and synthesis of the Q3 results to maximise the outcomes, and the return on the effort and money invested. Especially assiduous financial management by budget holders will be required this year in response to a shift in the BAS spending patterns from a situation in which the Survey regularly underspent. This is no longer the case, and the financial targets have been set accordingly. I commend the clarity and transparency of the plan, and recommend it as a primary source of information about BAS for staff and outside parties alike.

2. Scope and Purpose of the Plan

2.1 BAS Business Plan 2004 sets the agenda and priorities for the Survey to achieve its mission during Financial Year (FY) 2004/05; it also informs planning over the succeeding 3 years. The Business Plan is consistent with the Natural Environment Research Council (NERC) Operating Plan and the financial allocations to BAS. Its construction has been guided by the planning assumptions at Table 16. The Plan has been approved by the BAS Board and is to be used to guide the management and work of BAS during 2004/05. The Plan is relevant to everyone in BAS and is published on the BAS Intranet (<http://basweb.nerc-bas.ac.uk/busplan/>).

2.2 **NERC Mission and Strategic Aims.** BAS activity contributes to NERC's mission and strategic aims, which are listed in Table 16.

3. The BAS Vision

BAS aspires to become by 2012 the Leading International Centre for Global Science in the Antarctic Context.

4. **BAS Strategic Priorities to 2012.** To achieve the BAS Vision, BAS will:

- Focus our work on relevant key global or basic science issues.
- Achieve excellence in delivering science using best practice.
- Lead national and international science partnerships.
- Achieve worldwide public recognition for excellence.
- Maintain a British presence in the Antarctic.
- Minimise our effects on the environment.
- Build a top quality, professional workforce.

Implementation plans to take forward these strategic objectives will be developed during 2004.

5. The BAS Mission

- To undertake a world-class programme of science in the Antarctic and related regions, addressing key issues of global or fundamental importance that require access to the Antarctic or related regions.
- To sustain for the UK an active and influential regional presence, and a leadership role in Antarctic affairs.
- To maintain an integrated, well-managed national capability to support the overall NERC science strategy, to exploit research outcomes, and to raise public awareness worldwide.
- To assist in the discharge of the UK's international responsibilities under the Antarctic Treaty System and with the administration of the British Antarctic Territory.
- To provide reliable and independent advice to the UK government and other stakeholders, contributing to the effectiveness of UK public services and policy.
- To provide a focus for national and international cooperation, and for the coordination of major research programmes, especially those addressing complex scientific problems or requiring significant technology or infrastructure.

6. Overall BAS Objectives

BAS is required to implement its programme of Core Strategic research, approved by NERC Council, within the allocated resources monitored by the BAS Review Group. The programme is consistent with NERC's Science and Innovation Strategy and with the Government's objectives as identified by the Foreign and Commonwealth Office (FCO). Additional research activities are funded by NERC thematic and non-thematic grants, the European Union, and a variety of other sources, including commercial contracts and the Antarctic Funding Initiative. Support is also provided to the FCO, as part of the BAS Mission. Opportunities are taken to earn income from BAS assets and skills when that does not conflict with the core programme.

7. BAS Culture BAS aspires to a culture that is:

- Positive – Positive attitude, energy, realism, enjoy the work.
- Responsible – Safety conscious, environmentally friendly, accountable for one's actions, honourable, open and fair.
- Imaginative – Creative, flexible, thinking of better ways, learning from experience, problem solving, entrepreneurial and outward looking.
- Cooperative – Open, communicative, caring and loyal to one another, working in the best interests of BAS and science.
- Excellent – Professional, efficient and effective, successful and recognised, high quality, applying best practice and developing our people.

8. Business Plan 2004 Priorities for Financial Year 2004/05

- Complete Antarctic Science in the Global Context and commence on the synthesis of its results.
- Secure NERC Council approval for the next Quinquennial Programme (Q4), 2005-2010, and start on implementation.
- Develop strategic plans to achieve the BAS Vision.
- Maintain the emphasis on staff development.
- Make further improvements in the operational planning processes.
- Continue action to improve environmental management.
- Continue to develop and implement strategies for information management, systems and technology.
- Maintain expenditure within budget guidelines.
- Maintain a leading role in planning for the International Polar Year 2007/08.

9. Completing Antarctic Science in the Global Context (2000-05) – Q3

9.1 This Plan marks the last year of a five-year core programmes over the period 2000/01 to 2004/05, Antarctic Science in the Global Context (ASGC); the nine key ASGC programmes are listed in Table 16. The programmes are managed through a matrix structure with Principal Investigators (PIs), responsible to the Deputy Director, leading the science and with the Heads of the Science Divisions (Science HoDs) managing the budgets and delivering the agreed science work packages. The PIs and the Science HoDs work together to strike the best balance between the efficient use of the available resources and the achievement of world-class science. The PIs are responsible for ensuring with the Science HoDs that adequate monitoring procedures are in place to assess progress towards delivery. There will be a managed close down to ASGC and a clean transition to Q4 (which will include some time for writing-up Q3 including embarking on a synthesis of its results). There will be little ASGC fieldwork in 2004/05, other than for long term monitoring and survey.

9.2 The balance of the BAS core science programme consists of:

- Four IMP projects
- Support to the Commission for the Conservation of Antarctic Marine Living Resources (CCAMLR)
- Mapping and Geographic Centre (MAGIC) and Meteorology and Ozone Monitoring Unit (MOMU)
- The Antarctic Funding Initiative
- Lifetime of Halley project

9.3 Grants, Commissioned and Co-funded Research. BAS supplements its resources through applications to a wide range of funding bodies including NERC thematic & non-thematic rounds, the Antarctic Funding Initiative (AFI), European Union, Leverhulme Trust and other bodies. Opportunities may arise to undertake commissioned research or co-funded research for government departments, overseas agencies or private industry. Staff are encouraged to seek additional funds to carry out work that either complements the BAS core programme or can be seen as innovative work that might sow important seeds for new developments. The impact of additional projects on core activities needs to be considered carefully. Staff should discuss emerging ideas with their line manager, Science HOD and PI. The relevant Science HoD, PI when appropriate, and the Director must approve all bids before submission. The Science Coordination group can provide advice on procedures and potential sources of funds.

9.4 Science Review. The BAS Integrated Programme Review Committee (IPRC), monitors all BAS core-funded science programmes in ASGC. For the current programme, the IPRC will next meet in autumn 2006 to consider the results of Q3. The BAS Board will consider in 2004 the revised terms of reference and the operation of the IPRC for the Q4 period.

9.5 Data Management. BAS recognises that it needs to make its extensive data holdings more accessible. It is therefore undertaking an audit of all types of science data, and overhauling and updating its metadata system to provide simple web-based access.

10. The Next Quinquennial Programme – Q4 2005-2010

10.1 Achieving Council approval in June 2004 to the Survey's Q4 programme, entitled Global Science in the Antarctic Context (GSAC) 2005-2010, is a fundamental stepping-stone towards the BAS Vision. GSAC places a new emphasis on global science and has been developed in the context of NERC's science and innovation strategy, BAS's mission and vision, and increased collaboration within NERC and with other organisations. GSAC comprises a world class set of interlinked programmes and projects – it is also the first Research Centre programme proposal to be put forward to Council under the new NERC Funding Framework and peer review arrangements.

10.2 Planning the transition between Q3 and Q4 and the implementation of GSAC will dominate much of the Survey's activity during 2004/05. The aim is to develop a realistic 5-year implementation plan that matches science objectives with the Survey's logistic capability.

11. Collaboration and Partnerships

11.1 **UK Collaboration.** BAS is intent on developing stronger links and collaborations within the UK – across NERC, with HEIs and with Government departments. The existing scientist-to-scientist collaborations with BGS, CEH, and SOC provide a foundation for further developments in Q4. Action continues to agree strategic partnerships with HEIs, including Bristol, UCL and UEA, and to foster strong relationships with DEFRA. All such arrangements will be codified, normally in letters or Memoranda of Understanding (LOUs or MOUs), under the process managed by the Science Coordination Group.

11.2 **International Leadership.** The leadership of international partnerships is a strategic BAS priority, in line with NERC's requirement for Research Centres to provide a focus for international cooperation and the coordination of major programmes solving complex scientific problems. BAS encourages its staff to be proactive in the development of links in the international arena, building on the Survey's world-class science programme and its leadership role for the UK in Antarctic affairs. BAS is seeking to manage at least one large, international scheme under the European Commission's Framework 6 Programme.

12. Antarctic Funding Initiative (AFI)

Some £1.5M/year was removed from the annual BAS financial baseline to fund AFI. The Initiative is administered by NERC, but with a coordinator located at BAS to deal with day-to-day liaison with grant holders and other interested parties. AFI supports proposals for research grants from BAS staff, UK universities and other NERC Centres/Surveys for field work in the Antarctic. The BAS Science and Management Audit (SMA) in September 2002 concluded that AFI is working well and is set at the appropriate long-term level. The financial arrangements and BAS AFI allocations are at Table 14. Further details on the AFI programme are available on <http://www.antarctica.ac.uk/afi/>.

13. Knowledge Transfer and Commercialisation

13.1 BAS is committed to supporting the Government objectives to increase the transfer of science and technology knowledge to the private sector for the commercial benefit of the UK as a whole. The NERC approach to commercialisation will be restructured in 2004, including some form of partnership with a specialist company to provide financing and marketing expertise. Research Centres will also have targets established, such as the number of new commercial ideas generated and the number of innovation awards. Commercialisation is not easy. BAS takes the view that there must be a champion to drive an idea forward if it is to have a serious chance of success.

14. International Polar Year (IPY) – 2007/08

14.1 IPY is an exciting and challenging concept which will take place 50 years on from the 1957/58 International Geophysical Year. Over 20 nations, World Meteorological Office, and many of the key international science groups had already committed to IPY by early 2004. Many other nations and international groups are expected to become involved as IPY planning develops.

14.2 BAS is taking a leading role in the IPY. Director BAS is chair of the international planning group established by the International Council of Science (ICSU), which is due to complete its work in October 2004. NERC is keen for the UK to play a leading role in the IPY and is in the process of offering to host the International Programme Office at BAS.

15. Science Programmes & Coordination

15.1 **Head of Science Programmes.** A new division-head level post of Head of Science Programmes will be established in 2004. The portfolio of responsibilities includes chair of the Science Committee, GSAC implementation, science strategy & coordination, and the line management of the GSAC Principal Investigators (PIs).

15.2 **Science Coordination Group (SCG).** The BAS Programme Office will be developed into a SCG responsible to the Head of Science Programmes. The SCG functions will include science strategy development, quality assurance, Memorandum of Understandings (MOUs) / Letter of Understandings (LOUs), AFI Management, the IPY programme and advice on grants. The SCG is an essential element of the infrastructure required to achieve the BAS Vision.

16. Research Studentships within BAS

16.1 BAS is committed to maintaining a vibrant community of research students within the organisation. Research students are seen as vital to the maintenance of strong research groups and project teams, and thus to the achievement of key aspects of the Vision. It is our

aim to maximise the benefits of having students at BAS, within the normal bounds of sustainability.

16.2 At present BAS supervises some 70 research students, of whom some 40 work either full or part-time at BAS Cambridge. All aspects of the admission, management and training of students are contained within the BAS Student Manual, which is placed on the Intranet. BAS currently enjoys recognised research institute status with both the Open University and the University of Cambridge.

17. Support to the Foreign and Commonwealth Office (FCO) and Other Government Departments

17.1 FCO. BAS provides a range of support to the FCO as part of its mission to sustain for the UK an active and influential regional presence and a leadership role in Antarctic affairs. This includes administrative responsibilities for the British Antarctic Territory. Action continues progressively to clarify and codify the support provided from BAS resources and that which is provided to the FCO on repayment. Any new requests for FCO support that have additional resource implications should be referred to the Directorate.

17.2 BAS also has a responsibility to provide scientific advice to policy makers in other Government Departments. For example, DEFRA is particularly interested in the results of BAS research on climate change and the ecosystem management of fisheries.

18. Science & Society

BAS is engaged in a wide-ranging body of activities to bring home the importance of Antarctic science to the general public. In addition to a proactive media relations programme, BAS hosts a Writers and Artists Programme; the Programme is designed to bridge the gap between the worlds of science and the arts, and is open to all types of scholars and practitioners from the humanities. BAS is also developing innovative educational partnerships to reach young people. The BAS web site provides more educational material with particular emphasis on primary education.

19. Management of Externally Funded Projects

19.1 Whenever appropriate, BAS manages its externally funded projects separately and transparently, with discrete income and expenditure tables. The main projects handled in this manner are the NERC Arctic Station, Port Lockroy and South Georgia. The fundamental principle, however, is that all external arrangements with a call on BAS resources are to be codified through a MOU or LOU.

19.2 **South Georgia.** BAS took over the UK's presence in South Georgia from the Ministry of Defence in March 2001. The arrangements that define this commitment are set out in an MOU between BAS and the FCO and the Government of South Georgia & the South Sandwich Islands (GSGSSI). The MOU contracts BAS to operate a research station at South Georgia for the FCO and the GSGSSI. The South Georgia Project does not use money from the Science Vote, and the use of BAS resources, such as ship time, is charged to the Project; the Project budget is summarised at Table 11.

19.3 **Infrastructure Projects.** In 2001, BAS was successful in bids for money from the Research Council Infrastructure Fund (RCIF) for airborne survey instrumentation and communications & data management equipment. The projects have been grouped into two areas, each directed by a Project Board:

- Airborne Instrumentation (ASIN)
- Data, Information and Storage Enhancement (DISE)

The funds for these projects are ring-fenced and the work is on schedule to be completed by April 2005.

20. Environmental Management

20.1 As a condition of its Antarctic Permit, BAS has largely completed a 3-year programme to remove abandoned facilities and waste dumps, with the clean-up of Deception Island and the removal of the abandoned bases at Danco and Prospect Point in 2003/04. The base at Detaille is still to be removed, whilst the FCO have offered the hut at Cape Geddes in the South Orkneys to the Argentines as an alternative to BAS removing it from the site.

20.2 **Sustainable Energy.** BAS has much to do to implement its sustainable energy strategy that was agreed in 2002. Energy monitoring equipment is being installed at stations and a greater emphasis is being placed on the need to manage energy demand on base. Sustainable energy solutions will be introduced on stations, as finances allow.

20.3 **'Greening of NERC'.** BAS is providing the project manager for the initiative known as the 'Greening of NERC'. The aim is to develop policies and plans to improve the way in which NERC and its Research Centres manage their activities in an environmentally friendly manner.

21. Finance

21.1 **Income and Expenditure.** BAS income and expenditure over the 4 years to 2007/08 is summarised at Table 1. The figures reflect the repayment of the 2002/03 and 2003/04 overspends, Halley VI funding and the £3M/year added by Council to the BAS baseline to maintain the Survey's volume of activity (science and support). The additional £1M/year for science that BAS has been invited to bid for in Q4 is not included in Table 1.

21.2 **Affordability of the BAS Programme.** Until now, BAS Business Plans have overcommitted the budget because of a historic pattern of the Survey underspending. However, budget bids are now increasingly realistic and budget holders are generally spending their allocations. Some 8% of non-pay expenditure and the funding of the Bird Island redevelopment was therefore removed from previous plans to produce a manageable budget for 04/05. There is still over-commitment in 05/06 and 06/07 and this will be addressed in constructing Business Plan 2005. Over the medium term, however, the BAS budget is broadly in balance and the programme is affordable.

21.3 **Managing BAS Budgets.** The Survey still needs to improve the way in which it now has to manage capital and resource expenditure separately. Action will therefore continue with budget holders to achieve better forecasting and to ensure that all allowable expenditure is capitalised. The BAS Board will impose appropriate controls should it become necessary to avoid an overspend in 04/05.

21.4 **NERC Funding Framework (NFF).** The NFF is a NERC business tool for strategic resource management and monitoring to provide a more level playing field for funding awards; opening up funding opportunities to greater competition; facilitating collaboration between Research Centres, with stakeholders, across the NERC/university boundary, and between Research Councils. The NFF has 10 categories including strategic data & knowledge, research centre capability, infrastructure and science & society. These

categories are used in the NERC Operating Plans but not in this Plan because they are not applicable to budget-holder management within the Survey.

21.5 Capital Investment Programme. The summaries of projected capital and other significant expenditure by division, including carry forwards from 2002/03, are at Tables 8-10. Whilst the inclusion of an item in a table means that money has been provisionally earmarked, that does not imply that the project has been approved. Appropriate formal approval to proceed is required before a budget holder commits funds. Options, supported when necessary by investment appraisals, are likely to be required for the larger projects – especially for enhancements to the logistics infrastructure. NERC is developing a Capital Asset Strategy to improve the overall management and funding of the asset base.

21.6 Pricing Guidance. Table 17 provides costing and pricing guidance when bidding for external funds or tasks. Special arrangements apply to certain schemes, such as EU and AFI, whilst others involve a judgement within the overall public accounting guidelines. Advice should be sought from the Finance Section or Head of Administration & Logistics when required. Bids to use a proportion of the overheads won will not be allowed in 04/05 because of the Survey's overall financial position.

22. Supporting Science

22.1 The maintenance of research stations, ships, aircraft and well-found laboratories is funded in accordance with the Planning Assumptions at Table 16. The planning for field operations seeks to optimise the use of the logistic infrastructure for approved science and its support, within the available capacity and funds. The Operations Group will continue its programme of work to improve the effectiveness of the planning and coordination of field activity and the management of aircraft, ship and research station programmes.

22.2 Shipping. BAS shipping operations are complex, effective and widely regarded as being delivered in a professional manner. They are also expensive and consume over a quarter of BAS resources. The scope for improvements in the planning, management and support of marine operations is therefore kept under regular review by both BAS and NERC. The BAS objectives for shipping during 2003/04 include:

- Continued action to maximise the time the *James Clark Ross* is available for science.
- The improved identification of shipping related costs, to inform the search for efficiency gains.

22.3 Rothera. Following independent advice, a phased redevelopment plan has been developed for Rothera. The priority is to replace Bransfield House (the central operational and administrative building) which is beyond its economic life. This will be a major undertaking, including the replacement of site services and the introduction of sustainable energy solutions. Progress will depend on when money is available. The aim is to start the first significant work in the 05/06 season.

22.4 Bird Island. A major programme to reprovide the Bird Island facilities will be implemented in 04/05. The Project Board chaired by the Head of Operations Group, with BSD and Technical Services membership.

22.5 Halley. The Halley station has to be replaced and the existing station (Halley V) removed by 2010, because of the risk of the ice-shelf calving. The Project is funded and most of the construction work for Halley VI is planned for 2006/07 and 2007/08. A BAS Project Manager is in post. The main task in 2004/05 is to conduct a design competition using the Royal Institute of British Architects.

22.6 Project Management. NERC has adopted PRINCE 2 as its project management methodology. BAS has used this approach since 2001 and continues to apply it more widely. The Q4 proposals will be assessed to establish which elements need to be managed as formal projects.

22.7 Staff Development and Training. BAS is committed to improving staff development and training. The Investors in People accreditation will be reassessed in Oct 2004 and the Personnel team are leading action with the help of the Staff Development Working Group. Throughout this process of continuous improvement there is the need to maintain the emphasis on good communication, both up and down the line management chain. The BAS Board conducts annual formal reviews of training & development and personnel issues. The BAS focus for staff training and development in 2004/05 is:

Training Priorities: Line Management
 Project Management
 Team Skills
 Communication Skills

Initiatives: Induction Courses
 Line Management Workshops
 Selection Interviewing for Panel Members

22.8 Appraisals and Forward Job Plans. Whilst BAS has separate appraisal processes for Cambridge-based staff, aircrew, seafarers and those on Antarctic contracts, the purpose of appraisal is the same for everyone. Effective appraisal enables staff and line managers to review what has been achieved, to agree the tasks to be done in the period ahead (i.e. a Forward Job Plan (FJP)) and to identify developmental needs. Line managers have a key role in ensuring both constructive appraisal and the provision of regular feedback to their staff throughout the year. NERC is seeking upper quartile performance for upper quartile public sector pay, and line managers are expected to provide timely help and guidance if performance is weak in any area.

23. Mandatory Requirements

23.1 BAS strives to implement employment, safety and other workplace legislation effectively and pragmatically. This includes maintaining a culture that is ethical, non-discriminatory and safety conscious.

23.2 Safety. BAS aims to be positive, open, pragmatic but compliant in its approach to health and safety. BAS safety policy is firmly embedded in the NERC Safety Management System, tailored in detail to meet the special needs of the BAS operation. A 'just' approach is being developed for accident, incident and near-miss reporting, in a way that will continue to allow our safety performance to be improved through lessons learnt from experience. BAS commissions an independent audit of its safety performance once per year.

23.3 International Safety Management (ISM). ISM is an international maritime safety standard that all ship operators must meet. BAS Cambridge, the *James Clark Ross* and the *Ernest Shackleton* achieved initial accreditation during 2002. The Maritime & Coastguard Agency now audits Cambridge annually and the ships every 2¹/₂ years. In future, these audits will also cover the International Ships and Ports Security Code (ISPS).

23.4 Antarctic Permits. BAS activities in Antarctica are regulated by FCO permits under the Antarctic Act 1994. This requires the regular reapproval of BAS activities, including permission for significant changes, such as the use of genetically modified organisms. All

planning for science projects and programmes and their support must satisfy the permitting regulations. BAS works with the FCO to simplify the bureaucratic processes for permitting.

23.5 Risk Management. NERC has established a risk management policy and a risk strategy to meet Treasury corporate governance requirements. The purpose is to ensure that organisations identify, evaluate and manage their key risks. Head of Administration and Logistics is the BAS Risk Manager, and the risk register is on the Intranet (<http://basweb.nerc-bas.ac.uk/busplan/risk-register.pdf>).

23.6 Service First. NERC is committed to the Government's charter programme for improving standards, known as Service First. Annual surveys will be conducted by NERC to measure performance against the Service First standards, which are listed in Table 16.

24. Objectives and Performance measurement

24.1 BAS Objectives. Table 18 lists the Business Plan performance and change objectives. The purpose of the objectives is to identify those activities, either across divisions or within a division, that are judged by the BAS Board as important to the aims and support of the Survey. The objectives are also designed to provide a continuity of purpose over a number of years; they are to be given priority when deciding the allocation of resource and/or management effort. The BAS Board regularly reviews the objectives and the target dates in the light of experience.

24.2 Performance Measurement. BAS uses a performance measurement system to enable the Board to review progress quarterly against the Business Plan objectives in Table 18. The BAS Instrument Panel (BIP) is also used to provide a broad range of high level indicators, covering the delivery of science and support, financial performance, change of activity and personnel issues, to give a balanced picture of performance across the Survey. A key purpose of the BIP is to drive action to achieve the BAS Vision by 2012. These two performance management systems allow BAS senior management to monitor progress and adjust priorities or the allocation of resources.

Table 1

INCOME AND EXPENDITURE SUMMARY

	04/05 £000's Budget	05/06 £000's Plan	06/07 £000's Plan	07/08 £000's Plan	Four Year Totals
INCOME					
<u>Science Budget</u>					
Core Strategic	5,026	5,163	5,163	5,163	20,515
Infrastructure	29,258	29,037	29,037	29,037	116,369
Arctic Station	124	125	125	125	499
RCIF	600	-	-	-	600
NERC use of JCR	620	620	620	620	2,480
Bases environmental clean-up	253	569	673	1,251	2,746
Halley 6	350	2,030	9,850	9,850	22,080
Otter Repairs	415	-	(100)	(100)	215
2004/05 surplus	-	450	-	-	450
To recover 2003/04 overspend	(654)	(654)	-	-	(1,308)
To recover 2002/03 overspend	(563)	(813)	(250)	-	(1,626)
Total Allocation	35,429	36,527	45,118	45,946	163,020
of which capital is	2,590	4,652	11,909	10,810	29,961
<u>Other</u>					
External	3,851	3,211	3,350	3,275	13,687
Internal	1,377	1,392	1,204	1,191	5,165
Total	5,229	4,603	4,554	4,466	18,851
TOTAL FUNDS AVAILABLE	40,658	41,130	49,672	50,412	181,871
EXPENDITURE					
Science	8,899	7,576	7,552	7,675	31,701
Support	28,342	31,581	32,938	31,291	124,152
Other Expenditure - Table 4	470	2,090	9,888	9,888	22,335
Arctic Station	142	145	146	149	582
South Georgia	1,684	960	1,216	991	4,850
Port Lockroy	96	93	98	98	384
RCIF :					
PASIN	57	-	-	-	57
MASIN	108	60	-	-	168
CODIS	416	50	-	-	466
TOTAL EXPENDITURE	40,212	42,554	51,836	50,092	184,694
NET DEFICIT (SURPLUS)	(446)	1,424	2,165	(320)	2,823
DEFICIT/SURPLUS AS % OF TOTAL EXP	-1.11	3.35	4.18	-0.64	1.53
TOTAL EXPENDITURE					
RESOURCE	37,621	37,902	39,927	39,282	154,733
CAPITAL :					
Tables 8 and 10	1,612	2,507	2,059	960	7,138
Bonner Lab	53	-	-	-	53
RCIF	580	110	-	-	690
Halley 6	345	2,035	9,850	9,850	22,080
TOTAL	40,212	42,554	51,836	50,092	184,694

Table 2

INCOME SUMMARY

	04/05 £000's Budget	05/06 £000's Plan	06/07 £000's Plan	07/08 £000's Plan
EXTERNAL - SIGNED				
ES Summer Charter	926	926	926	926
Dutch at Rothera	88	88	88	88
EU/FP5 Funding	40	-	-	-
FCO for BAT	50	50	50	50
APC	12	12	13	13
South Georgia	1,684	1,145	1,149	1,149
South Georgia - banking b/f	148	148	333	267
Port Lockroy	96	93	98	98
Port Lockroy - banking b/f	25	25	25	25
Total	3,068	2,487	2,681	2,615
EXTERNAL - PREDICTED				
Ship hire estimated	50	50	50	50
South Georgia overheads	217	211	225	217
EU FP6	135	103	33	33
External Projects	230	210	210	210
Reimbursements	90	90	90	90
Miscellaneous & disposals	51	50	50	50
Arts Council	10	10	10	10
Total	783	724	668	660
TOTAL EXTERNAL INCOME	3,851	3,211	3,350	3,275
INTERNAL INCOME				
Thematic awarded	200	108	2	-
Thematic estimated	50	250	250	250
AFI non Thematic confirmed	470	324	181	69
AFI non Thematic estimated	-	125	246	362
AFI Project Management	53	56	57	59
AFI Top Slice	50	50	50	50
IPY NERC funded	150	152	157	151
IPY core staff overheads	47	48	49	50
IPY ICSU funding	25	25	25	25
IPY contributions IASC EPB PRB	21	-	-	-
IPY staff income	-	59	88	98
Clean Up Ship Time	219	153	73	51
Port Lockroy overheads	13	13	13	13
Arctic Station overheads	9	10	10	11
SPRI 50%	33	17	-	-
Finance Foreign Payments	2	3	3	3
FP6 Incentive Fund	35	-	-	-
TOTAL INTERNAL INCOME	1,377	1,392	1,204	1,191
TOTAL INCOME	5,229	4,603	4,554	4,466

Table 3

MANPOWER & STAFF COST PROFILE - BAS POSTS

	04/05 £000's Budget	05/06 £000's Plan	06/07 £000's Plan	07/08 £000's Plan
SCIENCE				
<u>BSD</u>				
FTE's	61.92	60.92	60.92	60.92
Basic Pay	1,944	1,586	1,600	1,640
National Insurance	156	127	128	131
Pensions	196	160	162	166
Overtime	136	98	98	98
Allowances	61	62	62	62
	2,493	2,034	2,050	2,097
<u>GSD</u>				
FTE's	24.00	24.00	24.00	24.00
Basic Pay	767	669	686	703
National Insurance	61	54	55	56
Pensions	77	68	69	71
Overtime	5	5	5	5
Allowances	20	20	20	20
	931	816	836	856
<u>PSD</u>				
FTE's	64.00	61.25	60.25	60.25
Basic Pay	2,170	1,688	1,702	1,744
National Insurance	174	135	136	140
Pensions	219	170	172	176
Overtime	59	59	59	59
Allowances	41	41	41	41
	2,663	2,093	2,110	2,160
Turnover Allowance - Science	(122)	(99)	(100)	(102)
TOTAL SCIENCE	5,965	4,844	4,896	5,011

continued overleaf

SUPPORT DIVISIONS				
<u>EID</u>				
FTE's	24.00	24.00	23.00	23.00
Basic Pay	628	463	452	463
National Insurance	50	37	36	37
Pensions	63	47	46	47
Overtime	11	11	11	11
Allowances	8	8	8	8
	761	565	552	565
Turnover Allowance - EID	(15)	(11)	(11)	(11)
TOTAL EID	745	554	541	554
<u>Administration & Logistics</u>				
FTE's	268.23	265.98	265.68	265.48
Basic Pay	7,420	8,656	8,862	9,077
National Insurance	594	692	709	726
Pensions	749	874	895	917
Overtime	140	140	140	140
Allowances	368	382	382	382
	9,271	10,745	10,988	11,242
Turnover Allowance - ALD	(185)	(215)	(220)	(225)
TOTAL ALD	9,086	10,530	10,769	11,017
TOTAL PAY				
FTE's	442.15	436.15	433.85	433.65
Basic Pay	12,930	13,061	13,301	13,627
National Insurance	1,034	1,045	1,064	1,090
Pensions	1,306	1,319	1,343	1,376
Overtime	352	313	313	313
Allowances	497	514	514	514
	16,119	16,252	16,536	16,920
Total Turnover Allowance	(322)	(325)	(331)	(338)
TOTAL	15,797	15,927	16,205	16,582

Notes:

- (1) Turnover allowance of 2% included (casuals are charged to division budgets).
(2) Overtime and allowances are delegated.

Table 4A

SUMMARY OF TOTAL EXPENDITURE

	04/05 £000's Budget	05/06 £000's Plan	06/07 £000's Plan	07/08 £000's Plan
SCIENCE				
Pay	5,965	4,844	4,896	5,011
<u>Programmes</u>				
Bioscience	814	66	51	48
Geosciences	272	5	5	5
Physical Science	932	105	66	71
AFI	573	555	534	540
Q4 Wedge	342	2,000	2,000	2,000
	8,899	7,576	7,552	7,675
SUPPORT DIVISIONS				
<u>EID</u>				
Pay	745	554	541	554
Operating Costs (inc Env Clean up)	713	1,035	1,142	1,730
<u>ALD</u>				
Pay	9,086	10,530	10,769	11,017
Administration	10,572	10,416	10,698	10,628
Technical Services	5,272	7,088	7,708	5,283
H&S and Cambridge Facilities	1,954	1,959	2,080	2,080
	28,342	31,581	32,938	31,291
TOTAL Science & Support	37,241	39,156	40,489	38,966
OTHER EXPENDITURE				
Bonner Lab	53	-	-	-
Supplier File/BEMMA	72	55	38	38
Halley 6 Project	345	2,035	9,850	9,850
Arctic/SG/PL/RCIF	2,501	1,308	1,459	1,238
TOTAL EXPENDITURE	40,212	42,554	51,836	50,092
INCOME	40,658	41,130	49,672	50,412
NET DEFICIT (SURPLUS)	(446)	1,424	2,165	(320)

Table 5

SUMMARY OF TOTAL EXPENDITURE BY PROGRAMME

		04/05 £000's Budget	05/06 £000's Plan	06/07 £000's Plan	07/08 £000's Plan
Science - non pay					
Programme	Principal Investigator				
ABPPF	ROGERS	24.67	-	-	-
ACP	KING	52.85	-	-	-
ADGPS	LEAT	78.65	-	-	-
CCAMLR	RODHOUSE	11.10	-	-	-
DYNAMOE	MURPHY	281.94	-	-	-
EXTPHY	PINNOCK	233.04	34.10	-	-
GATF	JARVIS	101.18	-	-	-
9040	ROGERS	5.00	5.00	-	-
GIANTS	VAUGHAN	94.80	-	-	-
IMPASR	RODGER	1.50	15.00	15.00	15.00
IMPJPC	CROXALL	35.82	-	-	-
IMPACA	CLARKE	21.60	13.90	13.90	13.90
IMPLP	PECK	13.79	15.00	15.00	15.00
IND	RODHOUSE	0.55	-	-	-
LATEST	PECK	121.07	11.50	2.63	-
MOMU	GARDINER	88.00	-	-	-
MRS	HORNE	128.35	-	-	-
SAGES	WOLFF	154.80	-	-	-
WFLBIO	RODHOUSE	238.10	19.50	19.50	19.50
WFLGEO	CRAME	151.06	5.00	5.00	5.00
WFLPHY	PINNOCK	107.20	-	-	-
EXTBIO	RODHOUSE	38.88	1.42	-	-
LOFH	DOAKE	34.50	56.00	51.00	56.00
Q4 WEDGE		342.00	2,000.00	2,000.00	2,000.00
		2,360.45	2,176.42	2,122.03	2,124.40

Table 6

SUMMARY OF TOTAL EXPENDITURE BY PROJECT

		04/05	05/06	06/07	07/08
		£000's	£000's	£000's	£000's
		Budget	Plan	Plan	Plan
Programme	Project				
JOINT					
ABPPF	MARBGBB - GSD	6.50	-	-	-
ABPPF	PHYLO - BSD	7.90	-	-	-
ABPPF	TAFB - BSD	10.27	-	-	-
GIANTS	BBAS - PSD	25.10	-	-	-
GIANTS	DANDY - PSD	20.80	-	-	-
GIANTS	LCHAISA - GSD	15.40	-	-	-
GIANTS	RISOC - PSD	15.50	-	-	-
GIANTS	TORUS - PSD	18.00	-	-	-
IMPASR	ASR - PSD	1.50	15.00	15.00	15.00
IMPJPC	JPC - BSD	35.82	-	-	-
ACAIMP	ACA - BSD	21.60	13.90	13.90	13.90
LPIMP	LP - BSD	13.79	15.00	15.00	15.00
SAGES	10KB	27.60	-	-	-
SAGES	10KG	9.80	-	-	-
SAGES	10KP	22.30	-	-	-
SAGES	500KG	11.00	-	-	-
SAGES	500KP	58.10	-	-	-
GSD					
ADGPS	GSCMA	30.80	-	-	-
ADGPS	MAMOGA	11.85	-	-	-
ADGPS	SPARCA	36.00	-	-	-
WFLGEO	AEROA	48.16	-	-	-
WFLGEO	SEIRA	29.10	-	-	-
WFLGEO	LARTA	2.80	-	-	-
WFLGEO	WFLA	66.00	-	-	-
WFLGEO	STUA	5.00	5.00	5.00	5.00
BSD					
DYNAMOE	PREDATOR	136.62	-	-	-
DYNAMOE	PELAGICS	145.32	-	-	-
IND	PGKR	0.55	-	-	-
LATEST	ANTASTROA+B	31.85	-	-	-
LATEST	BIRESA	40.97	-	-	-
LATEST	MOA	48.25	11.50	2.63	-
WFLBIO	WFLHOD	63.40	-	-	-
WFLBIO	SIGNYWFL	9.20	-	-	-
WFLBIO	BIOWFL	165.50	19.50	19.50	19.50
EXTBIO	KAPLAN-1	26.97	-	-	-
EXTBIO	DIAPAUSE	3.72	-	-	-
EXTBIO	HIRST	5.87	-	-	-
EXTBIO	BLISS	2.33	1.42	-	-

continued overleaf

		04/05	05/06	06/07	07/08
		£000's	£000's	£000's	£000's
		Budget	Plan	Plan	Plan
PSD					
ACP	BSPACEA	27.50	-	-	-
ACP	VACSA	25.35	-	-	-
EXTPHY	QUILT	1.00	-	-	-
EXTPHY	SPACEWEATHER	7.65	-	-	-
EXTPHY	TSUSAT	16.83	-	-	-
EXTPHY	QUOBI	9.00	-	-	-
EXTPHY	CRYOSTAT	46.35	-	-	-
EXTPHY	CURIEBORY	1.13	-	-	-
EXTPHY	OPRIS	48.96	-	-	-
EXTPHY	AUIBSO	40.15	-	-	-
EXTPHY	RADAROPT	1.39	-	-	-
EXTPHY	ESSHGSLC	2.50	-	-	-
EXTPHY	RAPIDGL	37.00	19.98	-	-
EXTPHY	RAPIDISO	21.09	14.12	-	-
GATF	BCM	15.00	-	-	-
GATF	BCS	22.58	-	-	-
GATF	BCL	15.00	-	-	-
GATF	UPWARD	48.60	-	-	-
MOMU	MOMUA	88.00	-	-	-
MRS	MRSEXP	51.44	-	-	-
MRS	SUBR	37.07	-	-	-
MRS	SUBVLXNET	7.00	-	-	-
MRS	MRR	32.84	-	-	-
SAGES	AIRP	26.00	-	-	-
LOH	LIFEOFHALLEY	34.50	56.00	51.00	56.00
WFLPHY	WFL	107.20	-	-	-

TOTAL	2,002.35	171.42	122.03	124.40
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Science Budgets held on Cost Centres - no project

9035	CCAMLR - BSD	11.10	-	-	-
9040	EBI Fellowship - BSD	5.00	5.00	-	-

TOTAL SCIENCE	2,018.45	176.42	122.03	124.40
TOTAL SCIENCE + Q4	2,360.45	2,176.42	2,122.03	2,124.40

TOTAL GSD (NOT Q4)	272.41	5.00	5.00	5.00
TOTAL BSD (NOT Q4)	813.61	66.32	51.03	48.40
TOTAL PSD (NOT Q4)	932.42	105.10	66.00	71.00

Table 7

SUMMARY OF TOTAL EXPENDITURE FOR SUPPORT DIVISIONS

	04/05 £000's Budget	05/06 £000's Plan	06/07 £000's Plan	07/08 £000's Plan
Environment & Information:				
HOD	21.20	21.20	21.20	21.20
MAGIC	47.32	38.50	38.50	38.50
Data & Web	62.20	17.18	15.18	15.18
Environmental Management	56.60	66.25	67.25	76.25
Press, PR & Education	90.20	92.20	92.20	92.20
Photographic	29.40	29.90	29.90	29.90
Archives	15.20	36.10	36.10	36.10
Library	105.50	108.60	111.10	110.60
Artists & Writers	10.00	10.00	10.00	10.00
APC	12.12	12.21	12.71	12.71
IRM	10.00	12.00	10.00	10.00
Sustainable Energy	-	21.80	25.30	26.00
Bases Environmental Clean up	253.00	569.00	673.00	1,251.00
	712.74	1,034.94	1,142.44	1,729.64
PAY	745.49	553.62	540.87	553.94
TOTAL EID	1,458.23	1,588.56	1,683.31	2,283.58
Administration & Logistics:				
Central	62.00	68.00	68.00	68.00
Directorate	134.00	154.00	149.75	148.50
Science Coordination Group	103.50	104.00	97.00	98.00
IPY	243.00	284.00	319.00	324.00
Finance	18.50	20.50	20.50	20.50
Medical	693.70	639.80	636.80	638.80
Operations Group	335.12	357.70	357.70	357.70
Ships Operations	3,546.60	3,557.50	3,560.00	3,573.00
Diving	39.00	41.40	42.40	42.40
Stanley	143.50	143.50	143.50	143.50
Air	2,078.00	1,713.00	1,988.00	1,883.00
Personnel	405.90	372.90	375.90	375.90
Purchasing	2,704.59	2,864.55	2,864.55	2,864.55
SPUR	64.61	95.00	75.00	90.00
Total Administration	10,572.02	10,415.85	10,698.10	10,627.85
Health & safety	45.00	52.60	53.70	53.70
Office Services	1,001.56	1,068.44	1,068.44	1,068.44
Facilities Management	902.00	832.00	952.00	952.00
Management of FM Contract	5.50	5.50	5.50	5.50
Total H&S and Cambridge Facilities	1,954.06	1,958.54	2,079.64	2,079.64
Buildings	746.20	607.20	815.20	520.20
Rothera/BI Redevelopment Project	50.00	2,010.00	1,300.00	250.00
Bird Island Redevelopment Project	1,100.00	-	-	-
Tech Services Central	59.10	63.10	65.10	63.10
ETS	702.55	977.50	1,202.64	888.03
ITS	469.00	497.00	627.00	702.00
Marine Engineering	1,883.50	2,342.00	3,049.90	2,235.00
Vehicles	261.50	591.50	648.50	624.50
Total Technical Services	5,271.85	7,088.30	7,708.34	5,282.83
TOTAL	17,797.93	19,462.68	20,486.07	17,990.31
PAY	9,085.81	10,529.66	10,768.53	11,017.04
TOTAL ALD	26,883.74	29,992.33	31,254.59	29,007.34
TOTAL SUPPORT DIVISIONS	28,341.97	31,580.90	32,937.91	31,290.92

Table 8

SUPPORT DIVISIONS CAPITAL EXPENDITURE

				04/05	05/06	06/07	07/08
				£000's	£000's	£000's	£000's
				Budget	Plan	Plan	Plan
Administration & Logistics							
BASES							
BI	Buildings	Reference					
		A03-1	Replacement Field Huts	-	-	20.00	-
		A04-1	Redevelopment Project	1,100.00	-	-	-
	ITS	A04-2	Replacement IT System	-	20.00	-	-
BI/ROTHERA	Buildings	A04-3	Redevelopment Project	50.00	2,010.00	1,300.00	250.00
ROTHERA	Vehicles	A03-3	Tractor Replacement	-	20.00	-	-
		A03-4	Snowmobiles Replacements	-	48.00	24.00	-
		A03-5	Multi Task Machine	50.00	-	-	-
		A03-6	Gator ATV replacements	-	28.00	28.00	28.00
		A03-7	JCB 435 Replacement	-	-	125.00	-
		A03-8	Overaasen Snowblower Rep	-	-	95.00	-
		A04-4	Telehandler Replacement	-	-	-	65.00
		A04-5	Nodwell 60 Crane Replacement	-	-	-	135.00
		A04-6	Teletruc Replacement	-	-	-	30.00
		A04-7	Marston Trailer Replacement	-	-	-	14.00
	ITS	A04-8	Replacement backup/data storage	-	-	-	50.00
HALLEY	Buildings	A03-9	Fuel Flubber Replacement (STI)	-	-	55.00	-
	Vehicles	A03-11	Snocat Replacement	-	-	95.00	-
		A03-12	Nodwell 110C Repl Crane	-	160.00	-	-
		A03-13	Bulldozer Replacement	-	130.00	130.00	130.00
		A03-14	Base Sledges	50.00	-	-	-
		A03-15	Snowmobiles Replacements	22.00	12.00	12.00	-
		A03-16	Honda ATV Replacement	-	14.00	-	-
		A04-9	Cargo Sledge Replacement	-	-	-	48.00
ES	ITS	A04-10	Replacement backup/data storage	-	-	-	35.00
JCR	ITS	A04-11	Replacement backup/data storage	-	-	70.00	-
GENERAL	ITS	A03-18	File Server Replacement	10.00	10.00	20.00	20.00
	ITS	A03-19	File and Data Disk Storage	55.00	55.00	60.00	60.00
	ITS	A03-20	Backup System Upgrade	-	-	25.00	25.00
	ITS	A04-12	Replacement Oracle Server	40.00	-	-	20.00
	ITS	A04-13	LAN Cambridge Upgrade	-	-	-	50.00
ALD CAPITAL EXPENDITURE				1,377.00	2,507.00	2,059.00	960.00

Table 9

ALD MAJOR PROJECTS

			04/05	05/06	06/07	07/08
			£000's	£000's	£000's	£000's
			Budget	Plan	Plan	Plan
LOCATIONS						
ROTHERA	ETS	LAN upgrade & replacement	-	-	130.00	-
	ETS	Field Transceivers Repl	35.00	22.00	44.00	44.00
		Antenna Replacements	-	15.00	30.00	30.00
	Vehicles	Runway Maintenance	-	40.00	-	-
		Rebuild Container Handler	-	-	-	35.00
HALLEY	ETS	Antenna Replacements	18.00	-	-	-
SIGNY	Buildings	Slipway	-	-	200.00	-
BI	ETS	Transceivers	30.00	-	-	-
CAMBRIDGE	FM	Archives Air cond	-	-	120.00	120.00
AIR						
DASH 7		Main Nav System Replacement	-	-	75.00	-
TWIN OTTERS						
		Gyro Replacement	-	-	65.00	65.00
		Main Nav System Replacement	-	-	75.00	75.00
		Rothera Ground Power Unit Replace	-	-	30.00	-
		HF Radio Replacement	-	-	30.00	30.00
		Dartcomm HRPT system antenna replacement	30.00	-	-	-
		Repair damaged Twin Otter	415.00	-	-	-
SHIPS						
JCR		Stability Software	10.50	-	-	-
		Upgrade Winches	-	20.00	730.00	-
		Replace Effer Cranes	-	-	120.00	120.00
		Replace Electrical Control System	20.00	430.00	-	-
		Voyage Logger	-	65.00	-	-
		EA500 Replacement	12.00	-	-	-
		Bridge Replacements	-	-	120.00	125.00
		Stern Tube Aft Sea Assembly Replacement	55.00	-	-	-
		Air Handling Units Replacement	35.00	-	30.00	-
		Main Engine Piston Replacements	50.00	50.00	50.00	50.00
	ETS	Replacement Umbilical	-	-	24.25	-
		CTD Replacement	-	90.00	90.00	90.00
		GPS Replacement	-	15.00	15.00	15.00
		ADCP Replacement	-	110.00	-	-
		Furuna Sonar Replacement	-	-	120.00	-
		XBT Replacement	-	10.00	-	-
		ThermoSalinograph Replace	15.00	-	-	-
		Autosal Replacement	-	40.00	-	-
		Towed Proton Magnetometer	-	-	30.00	-
		Satcomm Replacement	-	-	30.00	-
		SVP replacement	-	-	15.00	15.00
ES		Valmet Upgrade	-	-	37.00	12.00
		Voyage Logger	-	65.00	-	-
		Bridge and DP upgrade	-	30.00	-	-
		Mitsubishi Engine Replacement	-	-	200.00	200.00
ALD MAJOR PROJECT EXPENDITURE			725.50	1,002.00	2,410.25	1,026.00

Table 10

SCIENCE DIVISIONS CAPITAL ITEMS

Division	Project	Reference	Description	04/05 £000's Budget	05/06 £000's Plan	06/07 £000's Plan	07/08 £000's Plan
BIO	BIOWFL	B03-5	Spectrophotometer	5.00			
Total Bioscience Division				5.00	-	-	-
GEO	BSEIRA	G03-1	Seismic processing upgrades	15.00			
Total GeoScience Division				15.00	-	-	-
PHY	BMOMUA	P03-6	DCP/Mawson Replacements	20.00			
		P03-7	Ceilometer/Spectrometer/Dobson upgrades	20.00			
	BMRSEXP	P03-9	Low power remote communications prototype	5.00			
Total Physical Science Division				45.00	-	-	-
Q4	IMAGE	Q04-1	50% ground penetrating radar	25.00			
	TIGRIS	Q04-2	50% ground penetrating radar	25.00			
	WARP	Q04-3	Micro wave radiometer	120.00			
Total Q4				170.00	-	-	-
TOTAL SCIENCE CAPITAL ITEMS				235.00	-	-	-

Table 11

SOUTH GEORGIA

	04/05 £000's Budget	05/06 £000's Plan	06/07 £000's Plan	07/08 £000's Plan
EXPENDITURE				
Employees	354.12	340.17	371.93	353.79
T & S	24.00	19.50	24.00	22.50
Communications	28.00	28.00	28.00	28.00
Repairs, Maintenance & Running Costs	16.00	7.00	7.00	7.00
Ships, Fuel & Lubricants	60.38	56.38	56.38	56.38
Boats	415.00	-	-	-
Bought in Services	29.50	26.00	30.00	30.00
Science Ship Charter	250.00	50.00	250.00	50.00
Logistics	28.00	18.00	18.00	18.00
Stationery, Publications & Printing	2.30	2.30	2.30	2.30
Equipment & Consumables	88.00	41.00	41.00	41.00
Clothing	10.00	14.00	11.00	14.00
Provisions	25.00	25.00	25.00	25.00
Energy Monitoring System	18.00	0.20	0.20	0.20
Overheads	217.20	210.78	225.39	217.04
Total	1,565.50	838.32	1,090.21	865.21
INCOME				
GSGSSI	750.00	500.00	500.00	500.00
GSGSSI to balance (boats)	292.00	-	-	-
FCO	500.00	500.00	500.00	500.00
Museum	8.00	8.00	8.00	8.00
Personal Communications	15.50	15.50	15.50	15.50
Total	1,565.50	1,023.50	1,023.50	1,023.50
NET DEFICIT (SURPLUS)	(0.00)	(185.18)	66.71	(158.29)
BALANCE B/F	(148.20)	(148.20)	(333.38)	(266.67)
BALANCE C/F	(148.20)	(333.38)	(266.67)	(424.96)
DOCTOR EXPENDITURE	118.13	121.67	125.32	125.32
DOCTOR INCOME	(118.13)	(121.67)	(125.32)	(125.32)
TOTAL	-	-	-	-
GRAND TOTAL EXP	1,683.63	960.00	1,215.53	990.53
GRAND TOTAL INCOME	1,683.63	1,145.17	1,148.82	1,148.82
POTENTIAL INCOME TO BAS				
Overhead	162.90	156.48	171.09	162.74
Ship Time	42.30	42.30	42.30	42.30
Cargo	6.00	6.00	6.00	6.00
BAS Ship Messing Costs	6.00	6.00	6.00	6.00
Total	217.20	210.78	225.39	217.04

Table 12

ARCTIC STATION

	04/05 £000's Budget	05/06 £000's Plan	06/07 £000's Plan	07/08 £000's Plan
EXPENDITURE				
Employees	40.91	42.55	44.25	46.02
Overhead	9.41	9.79	10.18	10.58
T & S	17.35	18.85	17.35	18.85
Communications	1.80	1.80	1.80	1.80
Electricity	6.20	6.20	6.20	6.20
Building Rents	57.81	57.81	57.81	57.81
Sea Freight	1.00	1.00	1.00	1.00
Equipment & Consumables	5.40	5.40	5.40	5.40
Annual H&S Seminar	1.77	1.77	1.77	1.77
Total	141.65	145.16	145.76	149.43
INCOME				
NERC - confirmed in allocation	124.00	125.00	125.00	125.00
Total	124.00	125.00	125.00	125.00
NET POSITION - addition required from NERC	17.65	20.16	20.76	24.43

POTENTIAL INCOME TO BAS				
Overhead (1)	9.41	9.79	10.18	10.58

Notes:

(1) Overhead rate confirmed with NERC at 23%.

Table 13

PORT LOCKROY

	04/05 £000's Budget	05/06 £000's Plan	06/07 £000's Plan	07/08 £000's Plan
EXPENDITURE				
Employees	32.95	33.06	33.16	33.28
T & S	7.30	7.30	7.30	7.30
Communications	1.00	1.00	1.00	1.00
Building Repairs & Maintenance	0.65	0.65	0.65	0.65
Admin Services	0.40	0.40	0.40	0.40
Logistics	1.20	1.20	1.20	1.20
Provisions	1.50	1.50	1.50	1.50
Publications & Printing	3.00	-	5.00	5.00
Equipment & Consumables	2.00	2.00	2.00	2.00
Clothing	3.00	3.00	3.00	3.00
Merchandise	30.00	30.00	30.00	30.00
Overheads	12.57	12.59	12.62	12.64
Total	95.57	92.70	97.83	97.97
INCOME				
Sales	95.57	92.70	97.83	97.97
Total	95.57	92.70	97.83	97.97
NET DEFICIT (SURPLUS)	-	-	-	-
BALANCE B/F	24.65	24.65	24.65	24.65
BALANCE C/F	24.65	24.65	24.65	24.65
POTENTIAL INCOME TO BAS				
Overhead	7.58	7.60	7.63	7.65
Ship Time	4.99	4.99	4.99	4.99
Total	12.57	12.59	12.62	12.64

Table 14


ANTARCTIC FUNDING INITIATIVE

	04/05 £000's Budget	05/06 £000's Plan	06/07 £000's Plan	07/08 £000's Plan
NERC AFI Funding	1,534	1,568	1,604	1,640
NERC Expenditure				
total Grant Offers Made:				
round 1 To BAS	86	18		
round 1 To HEI	45	62		
round 2 To BAS	64	62		
round 2 To HEI	98	31		
round 3 To BAS	129	40		
round 3 To HEI	246	100	10	
round 4 To BAS	163	148	126	41
round 4 To HEI	174	181	167	25
round 5 To BAS	28	56	55	28
round 5 To HEI	334	315	293	276
total Grant Offers Predicted:				
round 6 To BAS	↓	125	121	116
round 6 To HEI		266	256	247
round 7 To BAS			125	121
round 7 To HEI			266	256
round 8 To BAS				125
round 8 To HEI				266
Programme management costs	53	56	57	59
Swindon Office Administration	15	16	16	16
Cost of Studentships	107	113	89	55
Total AFI Costs	1,542	1,589	1,581	1,631
Net AFI Position	8	21	(23)	(9)

KEY:

Confidence in Estimates:

 Hard

 Guesstimate

Official Start of Award Round - ▼

NOTES:

Treasury deflator applied from 2003/04.

Management costs for the first 4 rounds were higher due to prev 2 years spin up period.

Figures for AFI1-3 are based on actual Award profiles for BAS and on actual Award totals, but profiled according to the Applications, for most HEI awards.

Figures for AFI-4 are based on actual award profiles for both BAS and HEI.

Figures for AFI-5 show correct totals and correct profile for BAS but profile for HEI is calc using the average profile for AFI 1-4.

Figures beyond AFI-5 apportion the awards according to the historic average.

Table 15 Analysis of Total Exp 2004/05 by purpose & type

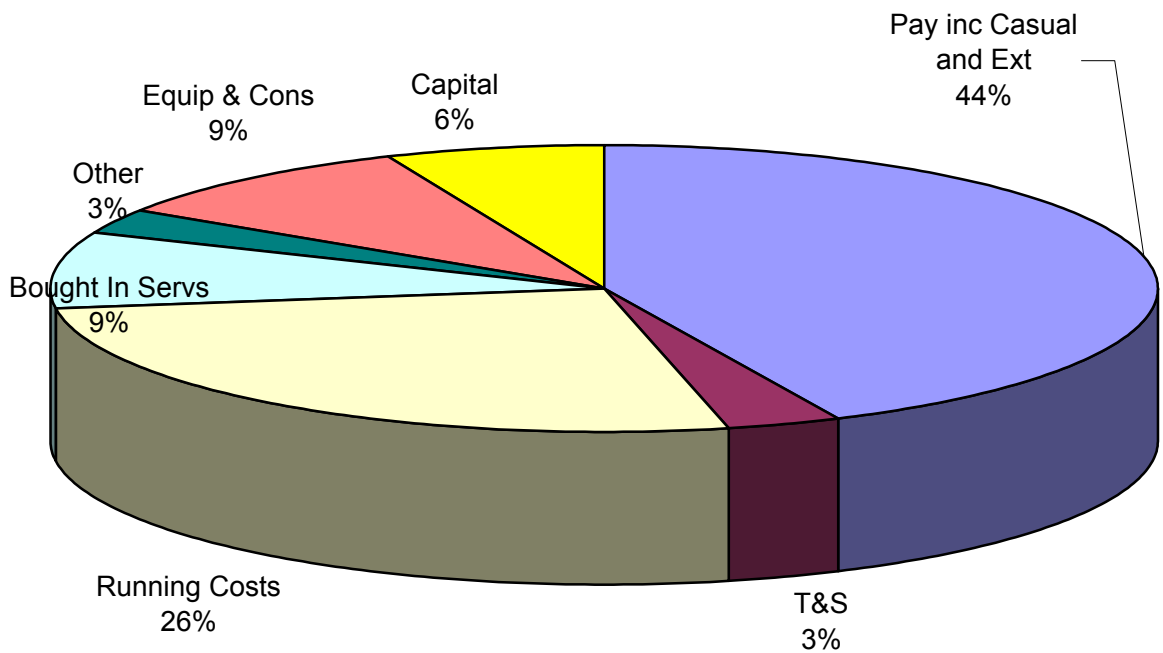
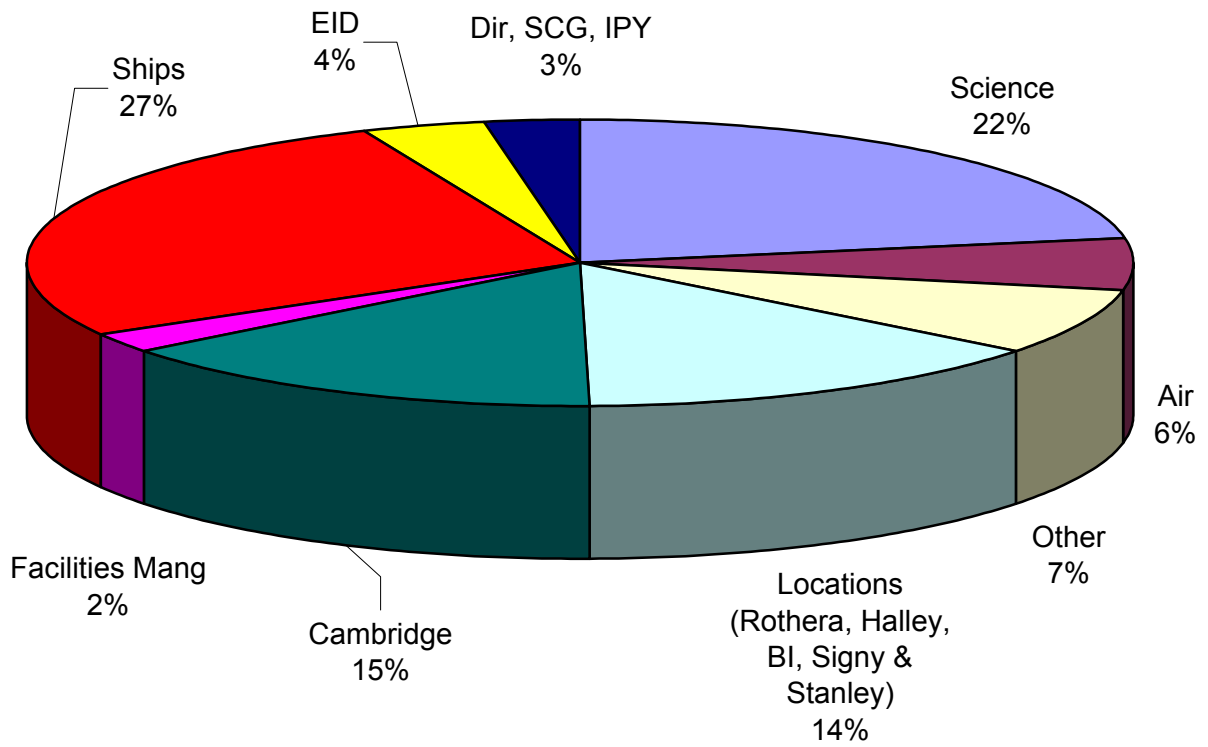


Table 16

PLANNING ASSUMPTIONS

1. BAS planning supports and is consistent with NERC's mission and strategic aims.

a. NERC Mission

- To promote and support, by any means, high quality basic, strategic and applied research, survey, long-term environmental monitoring and related postgraduate training in terrestrial, marine and freshwater biology and Earth, atmospheric, hydrological, oceanographic and polar sciences and Earth observations.
- To advance knowledge and technology, and to provide services and trained scientists and engineers, which meet the needs of users and beneficiaries (including the agricultural, construction, fishing, forestry, hydrocarbons, minerals, process, remote sensing, water and other industries), thereby contributing to the economic competitiveness of the United Kingdom, the effectiveness of public services and policy and the quality of life.
- To provide advice on, disseminate knowledge and promote public understanding of the fields aforesaid.

b. NERC Strategic Aims

- To identify science priorities for understanding the earth system and work with others to deliver world class science.
- To use NERC-funded science to underpin sustainable solutions.
- To provide effective leadership for the environmental sciences.
- To train and develop skilled individuals to meet national needs.
- To ensure that NERC is a flexible, fit-for-purpose organisation, and achieve excellence in service delivery and customer focus.

2. Planning is based on the defining characteristics of NERC Research Centres which are to provide, within NERC's mission and science strategy:

- Excellent scientific research, monitoring and survey not obtainable elsewhere within the UK at competitive quality, timeliness and cost.
- An integrated, well-managed national capability to provide reliable and independent advice to government and other interested organisations.
- A focus for international cooperation; for technology expensive projects; and for coordinating distributed major programmes solving complex scientific problems.

The term 'national capability' covers the development and maintenance of trained staff, enabling infrastructure, data gathering, and data curation, management and delivery.

3. **Costing principle.** Costings are to be realistic, based on approved requirements and levels of service. New requirements are not to be funded without appropriate prior approval.

4. **Science.** Costings reflect the approved programmes and well found laboratory support for delivering Antarctic Science in the Global Context. The nine key programmes are:

- Signals in Antarctica of past Global Changes (SAGES)
- Global Interactions of the Antarctic Ice Sheet (GIANTS)
- Antarctic Climate Processes (ACP)
- Magnetic Reconnection, Sub-storms and their consequences (MRS)
- Geospace Atmosphere Transfer Function (GATF)
- Antarctica in the Dynamic Global Plate System (ADGPS)
- Antarctic Biodiversity: Past, Present and Future (ABPPF)
- Life at the Edge – Stresses and Thresholds (LATEST)
- Dynamics and Management of Ocean Ecosystems (DYNAMOE)

5. **Staff Numbers.** The tables below set out the profiles of approved posts (Full Time Equivalents) in BAS over the period of the Plan, excluding casuals. The numbers represent the control totals for planning purposes; Personnel have revalidated all the figures and put in place a system to track any changes to approved numbers during FY 2004/05. Costings in the financial tables reflect Government Spending Review uplifts and assume that additional pay settlement awards will be met centrally from NERC funds. The financial figures have been abated by 2% to take account of average vacancy rates.

Division	Projected Number of Approved Posts (BAS Funded)			
	March 2005	March 2006	March 2007	March 2008
Directorate	19.25	17.00	16.70	16.50
ALD	248.98	248.98	248.98	248.98
BSD	61.92	60.92	60.92	60.92
EID	24.00	24.00	23.00	23.00
GSD	24.00	24.00	24.00	24.00
PSD	64.00	61.25	60.25	60.25
Totals	442.15	436.15	433.85	433.65

Division	Externally Funded Posts			
	March 2005	March 2006	March 2007	March 2008
Directorate	1.50	1.50	0.50	-
ALD	17.00	14.00	14.00	14.00
BSD	4.00	2.00	2.00	-
EID	2.50	2.00	2.00	2.00
GSD	2.50	1.50	-	-
PSD	7.00	5.00	1.00	1.00
Totals	34.50	26.00	19.50	17.00

6. **Cambridge Facilities.** Maintenance (and associated expenditure) has been costed on the long term assumption that the BAS Cambridge site will be maintained in accordance with NERC Estate Management standards, the recommendations of periodic condition surveys and in conformity with existing and anticipated safety, fire and security regulations. Most services are provided through a single facilities management contract.

7. **Research Stations (Less Halley).** Support for Bird Island, King Edward Point (KEP), Rothera and Signy is to be planned on the assumption of a long term presence. The KEP station is governed by the MOU with the FCO and GSGSSI. Capital expenditure plans are included in Table 3. Expenditure on field stations, such as Sky Blu and Fossil Bluff is planned on a year-to-year basis; these facilities are managed by Rothera.

8. **Halley.** Planning assumes that Halley VI will be constructed and Halley V removed by 2010. The outline timetable is:

2005/06	Prepare site for Halley VI
2006/07	Construct Halley VI
2007/08	Construct Halley VI
2008/09	Halley VI starts operations
2009/10	Remove Halley V

Maintenance expenditure on Halley V is to be progressively reduced in line with the closure timetable.

9. **Ships.** Expenditure plans for the Survey's ships are based on maintenance in class with the respective Classifications Societies (Lloyds register and DNV). Maintenance and refit assumes a year-round programme and no requirement for mid-life updates.

- RRS *James Clark Ross* – an operational life until 2020, with about a 160 days/year in the Antarctic.
- RRS *Ernest Shackleton* – hire from the owners, Rieber's, until at least 2014 with a possible extension to 2019, with about 130 days/year in the Antarctic.

10. **Aircraft.** Plans for the maintenance of the Survey's aircraft are in accordance with the schedules laid down by Director Civil Aviation Falkland Islands and to the standards required

for a Private Operator's Category Certificate of Airworthiness. The operational life of the aircraft is assumed to be:

- Twin Otters until 2015, with an overall total of 1660 hrs/yr for field operations per season.
- DHC-7 until 2015, at an average of 450 hrs/yr for field operations.

11. **KEP.** Funding of KEP is through an MOU with the FCO and GSGSSI and is ring-fenced. Core science money is not used to be used to fund the project. The BAS presence is assumed to be long term.

12. **Vehicles.** Expenditure plans are based on maintaining a vehicle fleet to meet the needs of the approved field programme and specific base requirements.

13. **Health and Safety.** General infrastructure and project expenditure plans take into account the health and safety of the Survey's staff and known and anticipated UK and EU legislation, qualified only by the practicalities of implementation in Antarctica.

14. **Environment and Waste Management.** Capital and recurrent expenditure plans are based on the UK's obligations under the 1991 Protocol on Environmental Protection to the Antarctic Treaty and 1994 Antarctic Act (conditions attaching to permits issued by FCO).

15. **Information and Technology Support.** Plans are based on the requirements of approved projects, scientific cruises, the maintenance and support of the Antarctic and ship-based networks and Cambridge computing.

16. **ITSS Support.** Expenditure plans reflect the pricing structure set out in Service Level Agreement with ITSS.

17. **HMS ENDURANCE.** Plans take account of projects agreed annually with the Royal Navy over the ship's Five Year Programme and formalised as the MoD Ice Patrol Ship.

18. **Service First Standards.** BAS is committed to the following Service First Standards:

- Answer all correspondence (letters, faxes and e-mails) and telephone queries within 15 working days of receipt or explain why we cannot do so and give a timetable for a suitable response.
- Answer the telephone quickly and helpfully.
- See people with appointments within 10 minutes of their appointment time but, when this is not possible, ensure individuals are told why they are being kept waiting.
- Provide telephone enquiry numbers, fax numbers, e-mail addresses and web-site addresses on all external documents.
- Maintain an up-to-date website where information is reviewed monthly.
- Operate an open and responsive administration system.
- Consult the user community on the service provided.

PRICING GUIDANCE – 2004/05

1. General Principles

1.1 This Table provides the pricing rate that should normally be applied when preparing costings for science bids, collaborations or the provision of support to publicly funded scientific organisations.

1.2 Whilst the figures in the Table should cover the majority of circumstances, pricing arrangements vary depending on the circumstances. For example, for commercial work the price should not be less than the marginal cost plus 25%, but it could be much higher if the market permits. On the other hand, rates may be reduced or waived for projects or collaborations that produce benefits to the BAS Core Programme. Sponsors should seek advice at an early stage from the BAS External Collaborations Coordinator, Head of ALD or Head of Finance if they are uncertain about the pricing regime that should apply.

1.3 Special consideration will be needed when a nation wishes to use BAS facilities for science that is not part of a collaborative project with BAS. Each case will be considered on its merits, and 3 categories of charges normally apply to such foreign projects.

- a. **Full Economic Cost (FEC)**, when a project produces science with no direct benefits to BAS.
- b. **Half the FEC rate**, when a project will produce significant scientific benefit to BAS.
- c. **No Exchange of Funds**. This arrangement applies when there is a quid pro quo, and BAS has had or will receive similar or equivalent support from the nation concerned. Arrangements under this category will be considered by the Directorate on a case-by-case basis.

A. STAFF COSTS - DAILY 2004/05

Band	Grade	Salary Related i.e. Salary & NI & Super £	Proposed EC Rate: Salary + 125% £	NERC Rate: Salary & NI & Super + 46% £	UK Full Economic Cost £
3	Grade 6	263	501	384	591
4	Grade 7	217	413	316	487
5	SSO SEO SPTO	166	316	243	374
6	HSO HEO HPTO	142	271	207	320
7	SO EO PTO	108	206	158	243
8	ASO AO	89	169	130	200
9	AA	72	137	105	162

Notes:

Unless special arrangements apply overheads are to be charged in accordance with the appropriate column in the above table. The NERC rate will normally be applied to Public Sector customers. All overheads are to be paid into BAS central funds.

Where overheads have been won individuals may submit bids, through their HoD to the Director, for up to 50% of these funds for activities or further research bids that will enhance Survey science or support. Bids will be judged on their merits and the BAS overall financial position.

This will not apply in 2004/05 due to the financial position.

Bids that seek to restore changes and/or reductions made in the budget allocation process or in the award of externally funded work will not normally be approved.

If you need Antarctic Full Economic Cost figures please contact BAS Finance.

Details:

Working days 220 per year

B. FIELD AND LOGISTICS COSTS

	Standard BAS Rates	
	£	£
TRAINING/PREPARATION (COURSE)		
Specialist Safety training	500	
Survival training	100	
Medical	100	
SHIPCOSTS (DAILY)		
Scientific use of ship		
Charter JCR	10,190	
Charter ES (not incl fuel)	7,300	
Berth on ship		
JCR	74	
ES	52	
Messing on Ship for JCR & ES	10	
BASECOSTS (DAILY)		
Per person - messing		
Rothera	21	
Halley	42	
Bird Island	52	
Signy	84	
Per person - scientific		
Rothera	62	
Halley	84	
Bird Island	115	
Signy	230	
Cost of camping in field	230	
Cost of small boat support	168	
AIRCRAFT		
return flight (actual commercial)	1,800	
Cost of a twin otter hour	920	
Cost of a Dash 7 hour	2,990	
per passenger: D7 per hour		210
TO per hour		156
CLOTHING	summer	winter
visitor	504	-
offshore JCR	531	-
offshore ES	590	-
Halley station	806	1,075
Halley field	1,088	1,246
Rothera station	729	1,299
Rothera field	1,000	1,495
Bird Is/SG/Signy	840	1,032
NB clothing remains property of BAS		

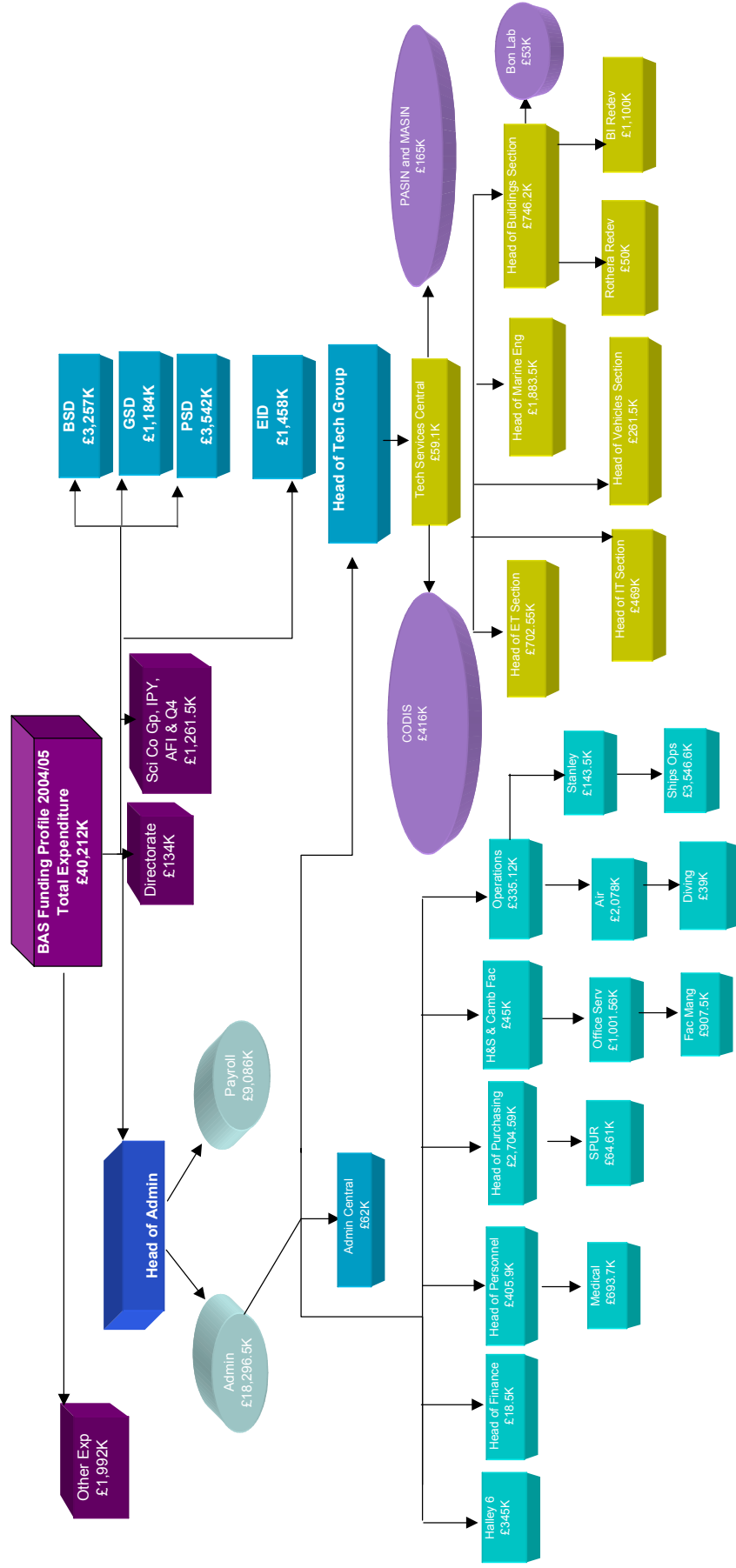
BAS CHANGE AND PERFORMANCE OBJECTIVES**Table 18**

Serial	Change and Performance Objectives	Lead	Target Date		
			04/05	05/06	06/07
1. Delivering Science and its Support					
1.1	Complete Q3 Science deliverables to PIs	Sci HODs	Performance measured against annual plans		
1.2	Delivery of EID support to agreed plan	EID (dwhw)			
1.3	Delivery of MOMU to agreed plan	PSD (mp)			
1.4	Delivery of IMP plans	IMPs			
1.5	Delivery of CCAMLR projects	BSD (pgkr)			
1.6	Delivery of AFI support	AFI Co-ord (mm)			
1.7	Delivery of externally funded research projects	Sci HODs			
1.8	Implementation of approved capital projects	All HODs			
1.9	Implementation of approved operational plans	ALD (jhal)			
1.10	Production of ASGC reports and outputs	PIs			
1.11	Maintain expenditure within budget guidelines	All HODs			
1.12	Deliver First 4 Years of Q3 data and meta data to AEDC	Science HODs	Sep 04		
1.13	Deliver remainder of Q3 data and meta data to AEDC	Science HODs		Sep05	
1.14	Meet research student criteria	GSD (jac)		Apr05	
2. Strategy & Planning					
2.1	Finalise the concepts of operation/management strategies for bases, ships and aircraft	ALD (jhal)	Dec04		
2.2	Sustainable energy strategy (initial implementation)	ALD (dmb) EID (jrs)		Mar06	
2.3	Finalise BAS Information Strategies	EID (dwhw)	Nov04		
2.4	Obtain NERC Council approval to Q4/GSAC	Director	Jun04		
2.5	Complete RC infrastructure projects (ASIN & DISE)	jp (ASIN) jrd (DISE)	Mar05		
2.6	Implement SMA Recommendations	Director	May04		
2.7	Start Halley VI Construction	ALD (kt)		Dec06	
2.8	Develop Q4 Implementation Plan	Hd Science Programmes	Dec 04		
2.9	Establish Science Coordination Group	Hd Science Programmes	Dec04		
2.10	Establish IPY International Office	BPO (cee)	Sep04		
2.11	Complete Bird Island Redevelopment	ALD (jh)		May05	
2.12	Complete Rothera Redevelopment (1 st phase)	ALD (jh)			May06
2.13	Achieve NERC Commercialisation Targets	ALD (jp)		May05	

2.14	Develop Vision Implementation Strategy	DD (jrd)	Dec 04		
2.15	Agree Q4 IPRC review Processes	Hd Science Programmes	Dec 04		
2.16	Agree joint appointments with BAS strategic Alliance partners.	Hd Science Programmes	Mar 05		
3. Process Improvements					
3.1	Stock Management & Purchase Requisitioning (SPUR)	ALD (ibc)	Jun04		
3.2	Develop and implement a new approach to management of small boating	ALD (jh)	Jun04		
3.3	Improve recycling and reusable packaging	ALD/EID (ibc/jrs)	May04		
3.4	Produce BAS records-management strategy	EID (dwhw)	Dec04		
3.5	Revised processes for going South	ALD (jh)		Jun05	
3.6	Deception Island Antarctic Specially Managed Area Plan	EID (jrs)	May04		
3.7	Consider Central management of Laboratories	BSD (pgkr)	Nov04		
3.8	Introduce and embed the BAS Safety Management System	DD (jrd)		Jun05	
3.9	Review BI Accommodation Arrangement	ALD (jp)			Jun06
3.10	Complete data audit	EID (dwhw)	Mar05		
4. Improve Awareness of BAS					
4.1	Introduce brighter BAS image to bases and ships	EID (dwhw)	Dec04		
4.2	Develop BAS merchandise and investigate merchandising opportunities	EID (dwhw)	Nov04		
5. Human Resources					
5.1	liP Re-assessment	ALD (fb)	Oct04		
5.2	Develop staff productivity profiles	Directorate (tjm)	Nov04		
5.3	Complete Antarctic and shipboard allowances review	ALD (jp)	Sep04		
5.4	Implement revised Antarctic Employment Pool and wintering arrangements	ALD (fb)		Sep05	
6. Mandatory, Regulatory and Proprietary Requirements					
6.1	Renew Antarctic permits: a. BAS programme of logistic and scientific activities and personnel b. Ships and aircraft	HODs/EID	Sep04		
		ALD (md)	Sep04		
6.2	Renewal of running contracts: a. Dash-7 maintenance b. Twin Otter maintenance	ALD (gnh)		Jun05	
		ALD (gnh)		Jun05	
6.3	Maintain ISM accreditation (annual audit)	ALD (cjh)		Apr05	

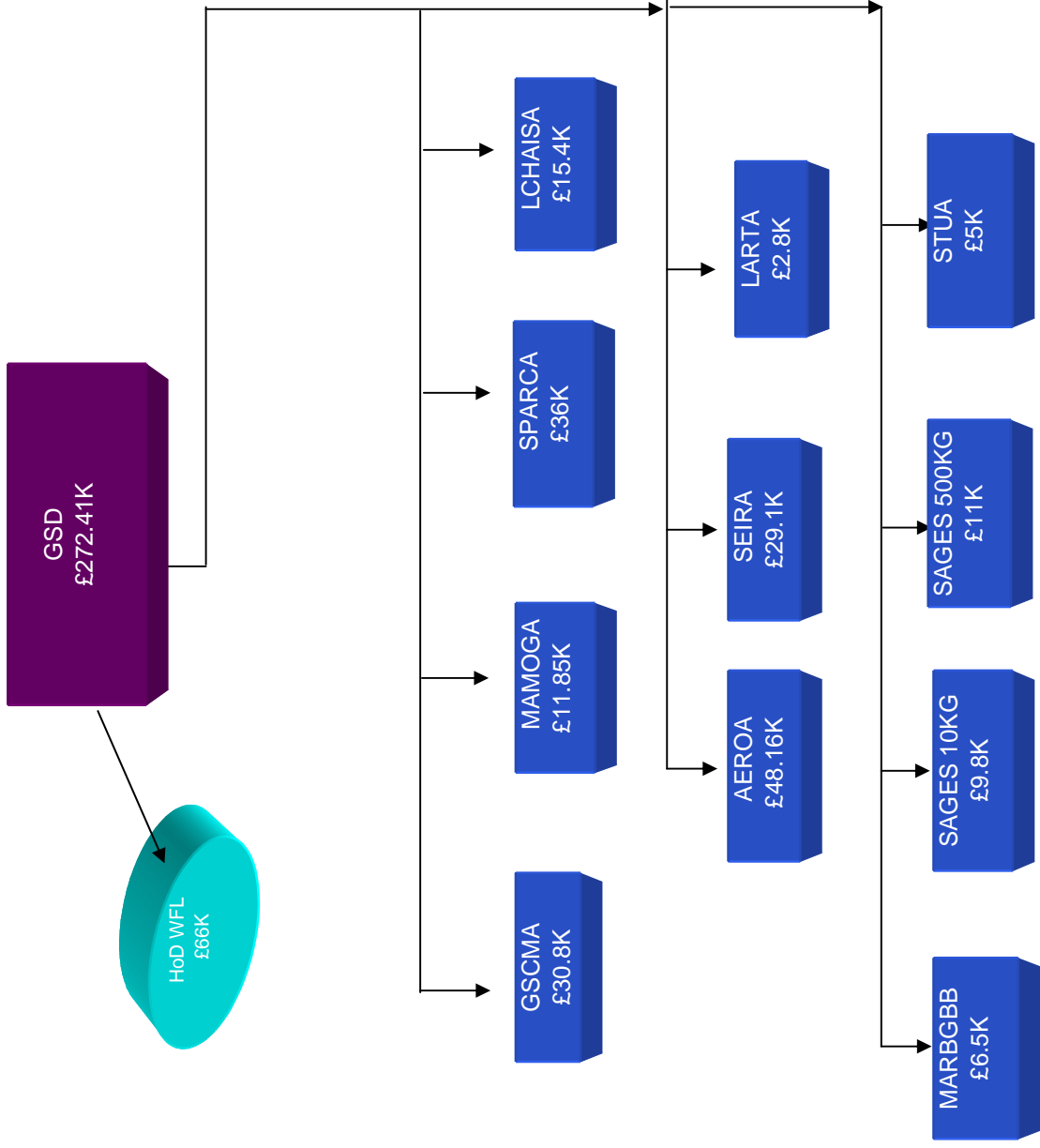
Appendix 1

BUDGET DELEGATION FLOWCHART - FY 2004/05



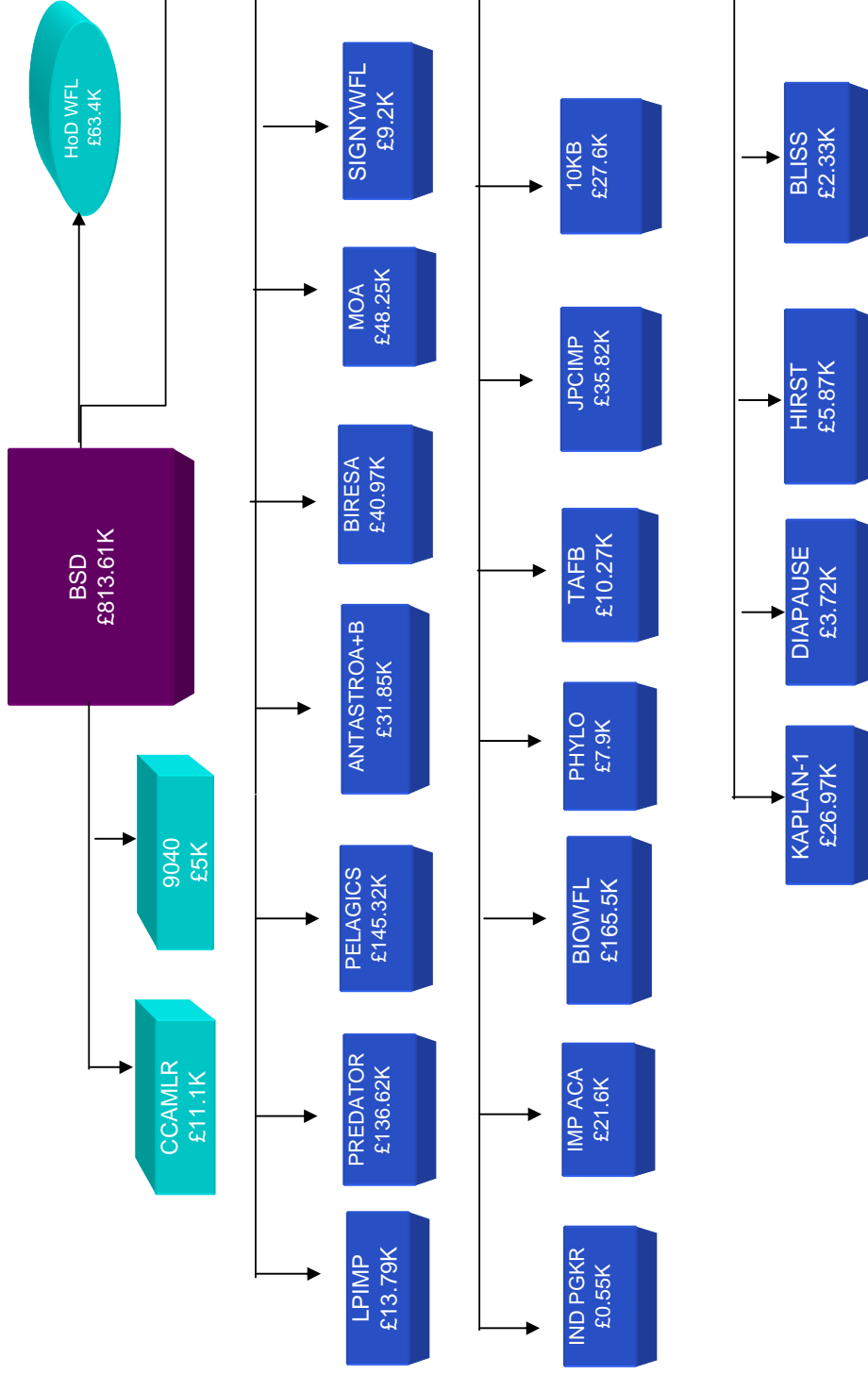
Appendix 2

BUDGET DELEGATION FLOWCHART - FY 2004/05



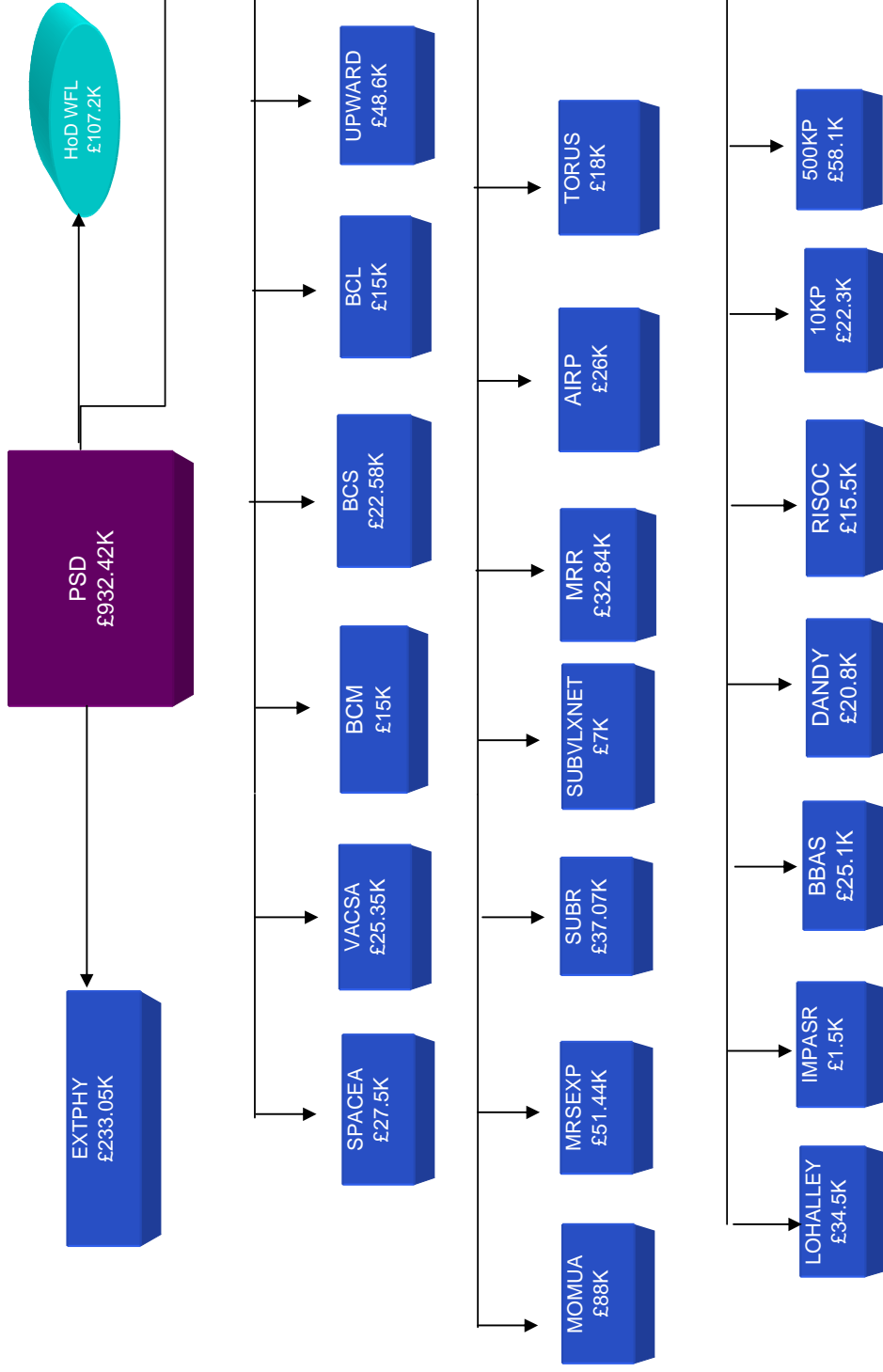
Appendix 3

BUDGET DELEGATION FLOWCHART - FY 2004/05



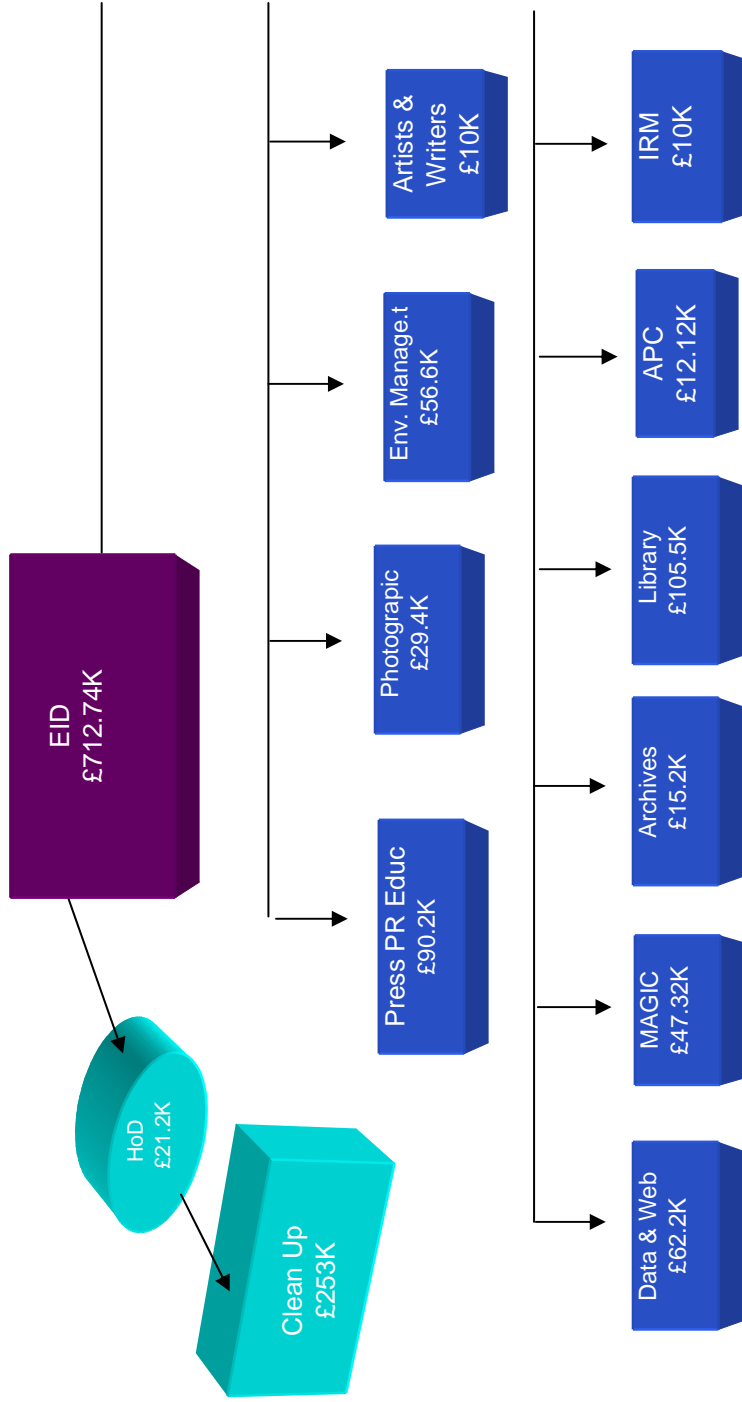
Appendix 4

BUDGET DELEGATION FLOWCHART - FY 2004/05



Appendix 5

BUDGET DELEGATION FLOWCHART - FY 2004/05



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Head of Science Coordination Group (3)
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Halley Base	Antarctica
Rothera Base	Antarctica
Bird Island Base	Antarctica
Signy Base	Antarctica
King Edward Point Base	Antarctica
Dr B Smith	BAS Board Independent Member
BAS Internal web pages	http://basweb.nerc-bas.ac.uk/busplan/



**British
Antarctic Survey**

NATURAL ENVIRONMENT RESEARCH COUNCIL

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