

PERMANENT SECRETARY INDIVIDUAL PERFORMANCE OBJECTIVES 2012/13

Name	Department	
Bronwyn Hill	Department for Environment, Food and Rural Affairs	
<p>1. Business delivery objectives</p> <p>Drive implementation of key commitments in Defra's Business plan, in particular Defra's contribution to economic growth and the rural economy:</p> <ul style="list-style-type: none"> - rural growth: deliver £100m investment by 2013 for small business to improve skills, facilities and competitiveness; ensure other departments' actions support the rural economy - work jointly with Dept Culture Media Sport (DCMS) and Dept for Communities & Local Government (DCLG) to deliver roll out of broadband and mobile telephone networks in rural areas - work jointly with Business Innovation and skills (BIS)/UK Trade and Investment (UKTI) to promote UK Food and Drink exports - work jointly with BIS on the UK strategy to utilise innovative technology to improve the competitiveness of agriculture and encourage more sustainable food production - engage with other Departments (including DECC, BIS, DCLG and DfT) and regulatory bodies to unblock barriers to development through proportionate implementation of the Habitats and Wild Birds Directives - implement recommendations from the Red Tape Challenge on food, waste, environment, marine and water; and the MacDonald Taskforce review of farming regulation; 	<p>Performance Measures:</p> <p>Feedback from Secretary of State (SofS), departmental ministers, No 10, Cabinet Office, Lead Non Executive Director, Cabinet Secretary and Head of the Civil Service.</p> <p>Effective accountability mechanism in place, ensuring senior leaders are delivering against all of their objectives.</p> <p>Departmental Board monitoring of progress against key Business plan and other new initiatives following specific regulatory reviews</p>	<p>Milestones:</p> <p>Key milestones are published in Defra's Business plan and progress reported publicly</p> <p>Agree budget allocation with ministers</p>

<p>Common Agricultural Policy: Defra leads joint working with other Government Departments, devolved administrations, network bodies and stakeholders to deliver Common Agricultural Policy (CAP) reform that meets UK objectives for a smaller, simpler and greener CAP</p> <p>Ensure effective delivery of Defra's major projects & programmes, notably:</p> <ul style="list-style-type: none"> - Environment Agency (EA) flood defence programmes and new local partnership approach - New waterways charity - CAP future options programme - Thames Estuary 2100 - New Covent Garden Market redevelopment - Thames Tideway Tunnel - Waste PFI programme - Shared services future options <p>Environment Agency & Natural England Triennial Review: ensure sound evidence base & value for money assessment of future options</p> <p>Ensure Defra responds effectively to major emergencies (animal health, floods, plant & tree health)</p> <p>Prepare for farmer led, science based badger culling pilots in</p>	<p>Feedback from SofS, Cabinet Office, HMT and lead Non Exec Director. Major Project Authority (MPA) reviews at key milestones in CAP delivery</p> <p>Effective assurance and scrutiny at portfolio and programme/project level, and value for money, measured by Board reporting, MPA assurance and CO/HMT approvals</p> <p>EA completes programme of flood defences (145,000 households better protected by 2015) and secures effective local partnerships and increased contributions to scheme funding</p> <p>Good stakeholder engagement; effective joint working with network bodies and Cabinet Office produces well evidenced recommendations for Ministerial decision</p> <p>Learning from exercises & events; Board deep dive review of key risks; wider systems improvements delivered (e.g.</p> <p>Animal Health & Veterinary Laboratory Agency (AHVLA) Business Reform programme; follow up to Tree taskforce); "one team" working with agencies, NDPBs involved in planning for and handling emergencies</p> <p>Successful outcome of legal challenge(s)</p>	<p>EU negotiation timetable and CAP Future Options Programme plan set key milestones</p> <p>Departmental Board, programme and project board reports against planned milestones</p> <p>Informal stakeholder engagement starts in Summer; by Autumn 2012 confirm timetable for the formal review process, concluding in 2013</p> <p>Milestones as determined by Defra Programme</p>
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<p>Summer 2013, as part of a wider programme to stop the spread of Bovine TB</p>	<p>Excellent project management for the operational delivery of pilots:</p> <p>Defra provides strong leadership of the key players i.e. Natural England, Food & Environmental Research Agency, National Farmers Union, police and farmers leading the pilots, recognising the high risks inherent in this activity</p> <p>Defra leads improved communication of risks and progress within Government – i.e. with No 10, Cabinet Office and the Home Office.</p>	<p>Board</p>
<p>2. Corporate objectives:</p> <ul style="list-style-type: none"> - ensure Defra network lives within budgets for 2013-14 & 2014-15, and achieves better outcomes; lead work on medium term financial planning - secure the effective delivery of the agreed Efficiency and Reform action plan for Defra - lead Defra's delivery of key Civil Service Reform Plan actions; engage staff and ensure actions implemented - Delivery of Civil Service Reform objectives 	<p>Performance Measures: Feedback from other Permanent Secretaries, Head of the Civil Service, Cabinet Secretary and the Minister for the Cabinet Office.</p> <p>Defra is well positioned for Autumn Statements & Budgets; Defra delivers budget reductions for SR10 and is well prepared on medium term options</p> <p>As agreed with the Cabinet Office</p> <p>Improved performance in the People Survey for 2013</p> <p>Defra CSR performance assessed through reports to the Departmental Board and returns to Cabinet Office,</p>	<p>Milestones:</p> <p>Business planning improvements delivered in 2012-13; decisions made on options for 2013-14 by end 2012; options for medium term ready in 2013</p> <p>As agreed with the Cabinet Office</p> <p>Activity to increase staff engagement</p> <p>CS Reform plan published June; lead work on follow up actions in Defra; gap analysis by September, further staff engagement</p>

<ul style="list-style-type: none"> - contribute effectively to civil service leadership, through corporate activity on civil service reform, talent development & succession planning 	<p>reports to PEX(ER)</p>	<p>Participate in Top 200 events; identifying and developing talent across Government; contribute personally to High Performance Development Scheme, Accelerated Development Programme and other development programmes and ensure Defra contributes pro-actively to talent development, succession planning and diversity</p>
<p>3. People/Capability building objectives:</p> <ul style="list-style-type: none"> - ensure that stronger leadership & better staff engagement drives Ministerial priorities with pace - complete the restructure of core Defra to improve effectiveness, provide more challenging roles & opportunities for our people and promote greater diversity at all levels - support new Chief Operating Officer in strengthening Defra's commercial capability - provide more effective cross Defra network leadership and "One Team" working - improve Defra's ability to influence through stronger, more prioritised engagement with other Government Departments - Senior Civil Servants delivering against clear and measurable objectives - Radically improved performance management 	<p>Performance Measures:</p> <p>Leadership & staff engagement scores improved in core Defra</p> <p>Feedback from Lead NED</p> <p>Develop and implement a Commercial Strategy for Defra</p> <p>Success of new DG/CEO group working on key network projects</p> <p>Improved stakeholder scores & understanding of Ministerial priorities (next survey early 2013)</p> <p>Improved performance management with managers encouraging and rewarding good performance, while dealing rigorously with poor performers, SMART objectives, reflecting ministerial policies, in place for senior civil service, and cascaded below by managers</p>	<p>Milestones:</p> <p>Publish & promote Defra's Statement of Purpose & Ministerial priorities for 2015 (April)</p> <p>Complete core Defra restructuring by September</p> <p>Build new top team (Autumn)</p> <p>More consistent leadership behaviours in Defra Senior Civil Service) SCS and team leaders (12 month plan)</p> <p>Delivery of stakeholder plan in 2012-13</p>