



Department  
for Environment  
Food & Rural Affairs



Environment  
Agency



Forestry Commission  
England

# Creating a great place for living:

Defra's strategy to 2020



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## Strategic objectives:

### Impact



A cleaner, healthier environment, benefiting people and the economy



A thriving rural economy, contributing to national prosperity and wellbeing



A world-leading food and farming industry



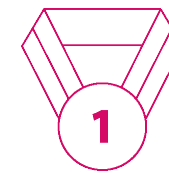
A nation better protected against floods, animal and plant diseases and other hazards, with strong response and recovery capabilities

### Delivery



Excellent delivery, on time and to budget and with outstanding value for money

### Organisational



An organisation continually striving to be the best, focused on outcomes and constantly challenging itself



An inclusive, professional workforce where leaders recognise the contribution of people, and build capability to deliver better outcomes

## Cross-cutting themes:



Data



Productivity



Better regulation



Working internationally

## Trends and drivers:

Economic

Environmental

Technological

Demographic

Social

Political

# We are acting together across the Defra group and across the country towards our shared vision

## [Department for Environment, Food and Rural Affairs](#)

Advisory Committee on Releases to the Environment  
Agriculture and Horticulture Development Board  
Animal and Plant Health Agency  
Centre for Environment, Fisheries & Aquaculture Science  
Consumer Council for Water  
Covent Garden Market Authority  
Drinking Water Inspectorate  
Environment Agency  
Forestry Commission  
Independent Agricultural Appeals Panel  
Joint Nature Conservation Committee  
Marine Management Organisation  
National Forest Company  
National Parks Authorities  
Natural England  
Ofwat  
Plant Varieties and Seeds Tribunal  
Royal Botanic Gardens Kew  
Rural Payments Agency  
Science Advisory Council  
Sea Fish Industry Authority  
UK Co-ordinating Body  
Veterinary Medicines Directorate  
Veterinary Products Committee



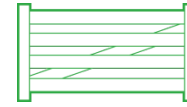
# Our work matters hugely: we deal with issues that profoundly affect people's lives



The natural environment is vital for our current and future wellbeing and prosperity. The Office for National Statistics has estimated the value of the UK's 'natural capital' to be £1.6 trillion.



Food, agriculture, fisheries, waste and water industries account for 8% of the UK economy and 13% of jobs. Food manufacturing is the UK's largest manufacturing sector.



Rural areas account for around 18% of England's population, 16% of its economy and 25% of its businesses. They are a key part of our national identity.



Flooding can have devastating impacts on people and their property. The 2007 floods are estimated to have cost the country £3.2 billion.



3 billion visits were made to England's great outdoors in 2014/15.



Animal and plant diseases can have substantial impacts – Foot and Mouth Disease in 2001 cost the UK between £3.5 to £5 billion.



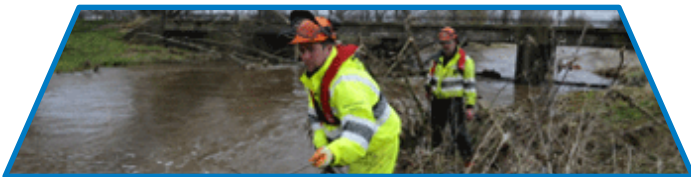
Defra provides direct services to over half a million businesses, handles over £2 billion of EU payments and contributes to decisions on over 30,000 planning applications each year.



What we do in the UK and internationally impacts on the rest of the globe – our work is directly relevant for 8 of the 17 UN's Sustainable Development Goals to 2030.



# We are developing a high level roadmap to inform all that we do



## Strategy

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Vision and objectives, explains context, provides a framework for decisions

## Single Departmental Plan

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Defra's Business Plan: top level outcomes, plans, success measures and resource allocations

## Action plans

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Detailed outcomes, outputs, activities and indicators, and including financial data

## Individual objectives

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Individual contributions to achieving our objectives and vision

# We have a shared vision

We want Britain to be a great place for living in... with clean water and air, beautiful countryside to enjoy and a rich variety of plants and wildlife ...as well as a great place to make a living whether as a rural start-up, a small business in a tech city, a public sector employee or a multi-national corporation.

We're about the future... sustaining natural resources so that they are there for our children and grandchildren to enjoy ...and the present...protecting homes from flooding, promoting farming practices that avoid disease and protect animal welfare, improving air quality.

We're there for people in their working lives... opening new export markets for the food industry, supporting farmers, promoting the rural economy ...and in their leisure time... managing national nature reserves, maintaining national parks and public forests, supplying fishing licences.

We know that a strong economy needs a healthy environment, and a healthy environment needs a strong economy.



# A number of trends and drivers shape our strategic choices



## Economic

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Steady growth and low inflation forecast for UK, but with risks

Global growth patterns and risks

Key challenge to improve UK productivity for sustained growth

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## Environmental

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Pressures on water quality, wetland, soil, biodiversity and marine life

Need for further progress in improving air quality

Higher frequency and impact of extreme weather events

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## Technological

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Better connectivity

Innovation, including automation and bio-science

More and better data, digitisation

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## Demographic

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Growing UK and global population

Ageing demographic profile

Net migration from urban to rural areas in England - over 60,000 in 2013/14

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## Social

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Growing preference for local, healthy and high welfare food

More volunteering, social investment

More flexible working, accessing services online

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## Political

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Further devolution – national and local

EU reform and referendum

International trade and environment agreements

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# We have seven strategic objectives

Four **impact objectives** which explain our ambitious long term aims, and the positive differences we will make to the UK by 2020.

One **delivery objective** which describes the high levels of service and value for money for the taxpayer we will strive for.

Two **organisational objectives** which explain how we will organise ourselves to deliver, and what Defra will be like.



Environment



Food and farming



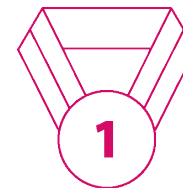
Rural



Protection



Excellent delivery



An outstanding organisation

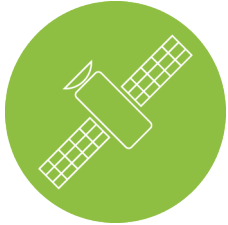


Our people



# We have four cross-cutting themes which describe how we will support our objectives and create wider benefits

## Data



**8,000**

**Defra data sets to be released by 2016**

Better policy and delivery across Defra

Innovation outside of Defra unlocked through open data

## Productivity



**17%**

**gap between UK and average G7 productivity**

Competitive food industry, thriving rural economy, Defra able to achieve more with its resources

Higher productivity and living standards across the UK

## Better regulation



**£470M**

**reduction in regulatory burden on business**

Better conditions for food, farming and rural businesses, environment protected

Less red tape for UK businesses overall

## Working internationally



**205**

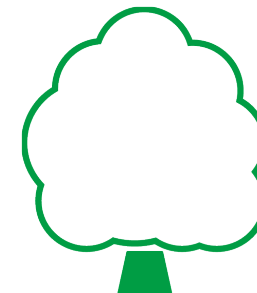
**countries and territories the UK exported food to in 2015**

More food exports, healthier environment, better protection from animal and plant disease

Improved international outcomes on trade, environment, food and water security

# Objective 1: environment

A cleaner, healthier environment, benefiting people and the economy



## Our ambition

For our country to be the healthiest, most beautiful place in the world to live, work and bring up a family

## Our aims

- Increased biodiversity, improved habitat and expanded woodland areas
- Cleaner air
- Cleaner water and sustainable usage
- Cleaner and healthier seas
- Productive land and soils
- Conserved and enhanced landscapes
- Maintained protection of designated sites
- Reduced waste and waste crime
- Greater enjoyment of the natural environment

## Key outputs

- 11 million trees planted
- Hundreds more kilometres of watercourses in England improved
- Full designation and improved condition of Protected Areas, including Marine Conservation Zones
- Clean Air zones in place for 5 English cities and Ultra-Low Emission Zone for London

## Our approach

- Publish a 25-year Environment Plan by the end of 2016
- **Integrated** – take a catchment/landscape based approach, recognising interactions across environmental assets and combining decision-making on environmental quality and flood risk management.
- **Local** – give greater responsibility to local people and communities, ensuring join-up of agencies and alignment of local boundaries.
- **Modern** – harness the power of data and new technology. Draw together economic, social and scientific evidence to prioritise action. Develop innovative ways of financing environmental improvements.
- **Engaged** – empower people and businesses to play their part in managing the environment. Increase people's connection with nature.
- Invest £100 million of capital in environmental improvement and spend £3 billion of EU funding to enhance England's countryside.

# Objective 2: food and farming

## A world-leading food and farming industry



### Our ambition

For Britain to be one of the world's leading food nations, renowned for excellence in every aspect of the food system

### Our aims

- More British food sold at home and abroad
- A world leading brand and reputation for healthy, high quality produce
- Improved productivity through innovation and enhanced skills
- More inward investment into our food industry
- British food industry an exemplar in maintaining consumer confidence
- A world leader in food chain resilience and integration
- High standards of animal welfare and delivering for the environment
- A sustainable fisheries industry

### Key outputs

- Trebled the number of apprenticeship starts in food and farming between 2014/15 and 2020
- 20,000 reduction in farm inspection visits

### Our approach

- Publish a 25-year plan for Food and Farming in early 2016
- Celebrate and spread excellence in British food and farming
- Bring together industry pioneers to champion the 'Great British Food' campaign
- Continue to invest in and remove barriers to agri-food innovation
- Open markets abroad and public sector procurement at home
- Encourage apprenticeships and skilled graduates to enter the industry
- Reduce regulatory burdens on food businesses and establish Single Inspection Taskforce
- Help develop industry futures and insurance markets to build resilience
- Push for further reform of Common Agricultural Policy (CAP) and implement reform of Common Fisheries Policy (CFP)

# Objective 3: rural

A thriving rural economy, contributing to national prosperity and wellbeing



## Our ambition

For everyone living in England's rural towns, villages and hamlets to have the same opportunities as people living in urban areas

## Our aims

- Faster growth in productivity and living standards in rural areas in England
- Rural areas are fully connected to the wider economy
- A highly skilled rural workforce
- Strong conditions for rural business growth
- Living and working in rural areas made easier
- Greater local control of decisions affecting rural areas

## Our approach

- Work with rural interests, local authorities and with other government departments to deliver the 10-point rural productivity plan
- Support further devolution of decision-making
- Use EU and other available funding to support growth and jobs in rural areas

## Key outputs

Successful delivery of joint Defra-HMT [10-point plan for boosting productivity in rural areas](#)

- Extensive, fast and reliable broadband services
- High quality, widely available mobile communications
- Modern transport connections (road, rail, air)
- Access to high quality education and training
- Expanded apprenticeships in rural areas
- Enterprise Zones in rural areas
- Better regulation and improved planning for rural businesses
- More housing
- Increased availability of affordable childcare
- Devolution of power to rural areas

# Objective 4: protection

A nation better protected against floods, animal and plant diseases and other hazards, with strong response and recovery capabilities



Our ambition	Our aims	Our approach
<p>For the UK to be well protected against natural hazards, with the right balance of responsibility between government, communities and business</p>	<ul style="list-style-type: none"><li>• UK better protected against:<ul style="list-style-type: none"><li>- flooding and coastal erosion</li><li>- animal and plant pests and diseases</li><li>- invasive non-native species</li></ul></li><li>• Enhanced resilience of businesses and individuals to drought and loss of water supply</li><li>• Strong preparedness to respond to emergencies where Defra has lead responsibility</li><li>• Greater resilience to climate change</li></ul>	<ul style="list-style-type: none"><li>• Invest £2.3 billion over the next 6 years on enhanced flood protection, and safeguard £171 million of maintenance spending in real terms</li><li>• Invest in animal and plant health science</li><li>• Base interventions on sound evidence, including through the National Resilience Review of protection from floods</li><li>• Take an integrated, catchment based approach to managing the environment and protecting from natural hazards</li><li>• Improve modelling and mapping, including through open data</li><li>• Play our part and empower others to play theirs</li><li>• Lead the way to recovery when incidents occur</li><li>• Spot and manage emerging threats in proportionate ways, working with national and international partners as needed</li></ul>
	<p><b>Key outputs</b></p> <ul style="list-style-type: none"><li>• 300,000 homes across UK better protected from flooding and coastal erosion</li><li>• Increased percentage of cattle herds in England that are free from bovine TB</li></ul>	



# Objective 5: excellent delivery

Excellent delivery, on time and to budget  
and with outstanding value for money



## Our ambition

For Defra to be recognised for delivering services that are timely, consistently high-quality, and offer outstanding value for taxpayers and businesses

## Our aims

- All services delivered on time, to high standards and to budget
- Streamlined interactions with customers
- Reduced regulatory burdens on businesses

## Key outputs

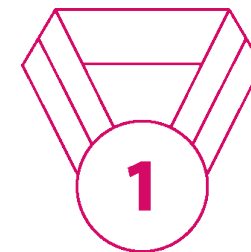
- EU CAP Basic Payments administered promptly, accurately and at reduced cost to the taxpayer
- At least 97% of export health certificates issued on time
- At least 95% of planning application consultations with local authorities responded to within 21 days
- £470 million reduction in Defra's regulatory burden on business

## Our approach

- Be customer-focused, recognising the diversity of those we provide services for
- Implement new IT systems, including Rural Payments System
- Innovate to improve efficiency and quality of services
- Use data to monitor performance rigorously and ensure standards are met
- Invite and act on feedback from customers

# Objective 6: an outstanding organisation

An organisation continually striving to be the best, focused on outcomes and constantly challenging itself



## Our ambition

To be a leaner, highly responsive, open and data-driven department that is a trailblazer for the rest of government

## Our aims

- Operating as one organisation with shared priorities
- Transformation in how we generate, use and share data
- Joined-up, more efficient corporate services
- More integrated policy, evidence and delivery functions
- Exceptional value from IT, accommodation and other non-pay areas
- Better alignment of local delivery structures
- Essential capability, expertise and resilience maintained

## Key outputs

- Successful implementation of change programme, including unified operating model for corporate services and integration of policy, evidence and delivery
- #OpenDefra programme delivered with 8,000 datasets released in first year

## Our approach

- **Act together** – have collective ownership of a shared agenda. Move beyond collaboration on areas of mutual interest to act in the interests of the whole of Defra.
- **Make it simpler** – be easier to do business with. Avoid jargon, stop adding unnecessary complexity, and make it easier for customers to connect to our services.
- **Avoid duplication** across our systems, standards and people. Accountabilities, ownership of outcomes and personal responsibilities will be clear. And our processes will add value.
- **Maximise impact** – do what makes the biggest difference in the face of complexity. Be confident to challenge the status quo in order to deliver our strategy.
- **Embrace digital and data** – make decisions using the best available data and the latest methods and technology to improve outcomes. Processes will be automated, remote technology will be available, and common standards and protocols will be applied.

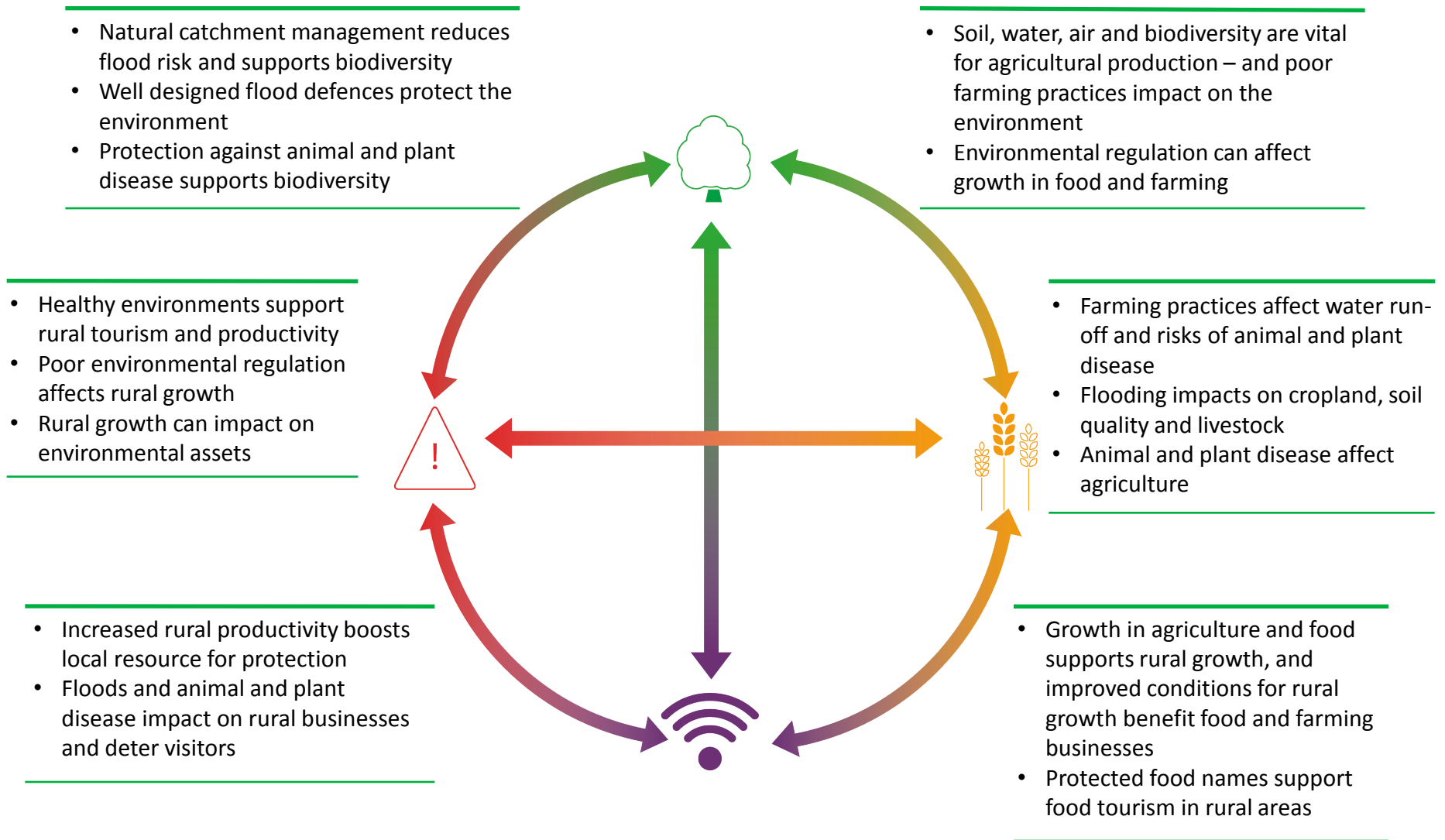
# Objective 7: our people

An inclusive, professional workforce where leaders recognise the contribution of people, and build capability to deliver better outcomes



Our ambition	Our aims	Our approach
<p>For Defra's people to be diverse, talented, engaged and inspired towards a common purpose</p>	<ul style="list-style-type: none"><li>• A diverse, open and inclusive organisational culture</li><li>• Talented and engaged people, inspired to work towards our shared vision</li><li>• Strong professional capabilities to deliver organisational priorities</li><li>• A resilient, unified and flexible workforce</li><li>• A working environment that supports the wellbeing of our people</li></ul>	<ul style="list-style-type: none"><li>• Enable and empower our people</li><li>• Equip our people and teams with the skills they need to succeed</li><li>• Apply shared values that ensure people are listened to and treated with respect</li><li>• Provide inspiring and empowering change leadership</li><li>• Attract, nurture and retain talent from the widest range of backgrounds</li><li>• Provide flexible opportunities for people to work and progress across the Defra group</li><li>• Enable flexible and remote working to strengthen delivery and promote healthy work-life balance</li></ul>
	<h3>Key outputs</h3> <ul style="list-style-type: none"><li>• Defra People Strategy, launched in 2016, fully implemented</li><li>• Defra diversity and inclusion strategy implemented</li><li>• Apprenticeships represent 2.3% of the workforce by 2020</li></ul>	

# There are complex interactions across the strategy, which we all need to actively manage





# We will make this a living, impactful strategy

We will:

- **Discuss** within and across teams what the strategy means and how we are all part of it
- **Use** it as a starting point for business planning and for setting our objectives
- **Embed** the principles in our choices on how to deliver our aims
- **Assess** progress to ensure we implement what we have set out
- **Refresh** the strategy to capture new developments and keep it up to date

January 2016