



“One year on, we are proud of our work on the digital agenda, innovation in policy making and our commitment to learning and development, with over 90% of staff aware they have “five days a year”.

- Bronwyn Hill, Permanent Secretary

Total FTE Head Reduction between Q2 2010 - Q1 2013:	-19% (-1840 FTE) ¹
Employee Engagement Index in 2012 (CS benchmark 58%):	50% (down 2 percentage points on 2011)

Progress against department-focused actions in the Reform Plan

Action 2: Digital by Default	Defra's Digital Strategy was published in December 2012. Two exemplar projects are in progress: the Common Agricultural Policy delivery and the registration of waste carriers. We will carry out a Digital Capability Review in Summer 2013.
Actions 3 and 4: Shared and Sharing Services	Defra is planning to join the second independent shared service centre (ISSC2) in October 2013. Defra transferred legal services to TSol and the Crown Prosecution Service in 2011. We will set up a Defra network internal audit group by October 2013.
Action 5: Open Policy Making	Defra and its delivery network have many examples of innovative approaches to policy development and delivery. For example, through the Animal Health and Welfare Board for England, we bring together external experts, the Chief Veterinary Officer and civil servants to make policy recommendations to Ministers on the health and welfare of farm animals and pets.
Action 6: Matching Resources to Government Priorities	We have a model in place with Ministers involved in setting strategic objectives and priorities within the department. Our financial approvals process was highlighted in the Civil Service Reform Plan.
Action 9: Management Information	The Quarterly Data Summary completion rate for Q3 was 98%. We report the QDS figures quarterly to the departmental board, with benchmarking data. In addition, the board reviews a comprehensive pack of wider Defra Management Information including performance reporting, finance and strategic risks across the network.
Action 12: Skills, Learning and Development	Defra has adopted the new Civil Service Competency Framework . We offer five days of learning and development to all staff. 100% of staff (including agencies) have signed-up to Civil Service Learning. The Civil Service Capabilities Plan is being implemented alongside Defra's learning and development strategy.

¹ Includes Department for Environment and Rural Affairs; Animal Health and Veterinary Laboratories Agency; Centre for Environment Fisheries and Aquaculture Science; Food and Environment Research Agency; Rural Payments Agency; and Veterinary Medicines Directorate.

Action 14: Secondments and Interchanges	We are currently developing a programme to improve interchange between Defra and the private sector. In 2012/13, 5 staff were seconded to the private sector and 5 external secondees were in Defra.
Action 16: Departmental Improvement Plans	Whilst Defra was not one of the five pilot departments, work has begun to develop our Improvement Plan, which will be delivered by March 2014.
Action 17: Creating a Modern Employment Offer	Defra has adopted the new performance management framework. New Terms and Conditions for staff were implemented from April 2013.
Creating a Modern Workplace	Defra is reducing the size of its estate to deliver £57 million baseline budget reduction by March 2015. As part of this work, Defra will meet the new Government target of 10 sq.m/FTE, including by allocating space based on 8:10 ratio of desks to staff.

Wider reform in DEFRA:

Defra's Strategic Alignment programme, launched formally on 27 June 2013, is designed to develop a future business model for the Defra Network that is more strategic, flexible and resilient. We need to align the structures, systems and processes of the Network to deliver a better customer experience at a lower cost. We need to become 'one business'.

Strategic Alignment is a values-led approach which will set the framework for everything we do over the next few years. It's about setting the destination and design principles; it is not a top down solution, but represents a change in the way we do things.

The high level principles that are guiding Strategic Alignment are:

1. Strategic control – a more focused and coherent network with clear strategic direction
2. USP – re-define our core purpose and role to reduce or stop things where others outside government can lead
3. Commissioning led – make strategic decisions about what we need to make or do ourselves, or to buy in; we will do less ourselves, and encourage new business models
4. Flexible – much quicker to change gear, day to day, and not just in a crisis;
5. Outcome focus – clear about what success looks like
6. Customer experience - easy to do business with, integrated services, encouraging self-help wherever possible
7. People and culture: take an agile approach to engage people in a culture shift on ways of working

A key part of Strategic Alignment is a consistent approach to tracking progress on implementation of Civil Service Reform in the department and across our wider network.