

# PERMANENT SECRETARY INDIVIDUAL PERFORMANCE OBJECTIVES 2015/16

## CLARE MORIARTY, DEPARTMENT FOR ENVIRONMENT, FOOD AND RURAL AFFAIRS

### Role

Permanent Secretaries are responsible for supporting their Secretary of State on the implementation of the Government's priorities in their Department and for responding effectively to new challenges. The manifesto sets out the Government's priorities in detail.

Working to the Cabinet Secretary and Head of the Civil Service, Permanent Secretaries are collectively responsible for supporting proper and effective decision-making, the implementation of the Government's cross-cutting and departmental priorities, and the efficient use of resources. They also have an individual responsibility to maintain the underlying capability and responsiveness of the departments they lead.

Permanent Secretaries are also responsible for the long-term health and stewardship of their departments, in particular for ensuring the maintenance of an impartial Civil Service that commands the confidence of Ministers and MPs of all political parties. They have particularly to pay attention to the overall capability of their departments, including through talent management and succession planning. In delivering this Permanent Secretaries will take responsibility for championing difference and leading in accordance with the principles set out in the values of the Civil Service Leadership Statement.

Clare Moriarty is appointed by the Treasury as Accounting Officer with responsibilities to Parliament for financial management, value for money and the running of the Department as set out in Managing Public Money.

## What we do

We are the UK government Department responsible for safeguarding our natural environment, supporting our world-leading food and farming industry, and sustaining a thriving rural economy. Our broad remit means we play a major role in people's day to day lives, from the food we eat and the air we breathe to the water we drink.

## Corporate and Capability Management

Permanent Secretaries are required to contribute to the corporate leadership of the Civil Service and support Civil Service Reform. Clare Moriarty is a member of the Civil Service People Board and the Learning Board. She has an active commitment to promoting diversity within Defra and the Civil Service.

In addition to these generic responsibilities, Permanent Secretaries, like all other civil servants, have specific objectives to achieve during the course of each year. And like all other civil servants, they have responsibilities to learn, develop, and acquire the new skills needed to discharge their roles. Clare Moriarty's specific objectives for 2015/16 are set out overleaf.

# Objectives

## 1. Strategic priorities

Objectives	How will progress be achieved and measured?
<b>Objective 1: A cleaner, healthier environment, benefiting people and the economy</b>	
<p>Building on advice from the Natural Capital Committee, develop a strategy to help ensure the environment is appropriately maintained and improved so it continues to provide the valuable services that underpin our economic success and wellbeing.</p> <p>Grow Defra's capability to act systemically in relation to the environment through a Natural Capital approach, maximising the impact of Defra delivery bodies and improving its ability to measure progress in improving land, water, air and biodiversity</p>	<ul style="list-style-type: none"><li>• Publish Government response to the Natural Capital Committee third report by September 2015</li><li>• Develop a Framework for Action on the environment by March, so it can be published in Spring 2016</li><li>• Publish National Air Quality Plan by December 2015</li></ul>
<b>Objective 2: A world-leading food and farming industry</b>	
<p>Create a new GREAT British Food Unit and work with the food, farming and fisheries industries to develop a 25-Year Food and Farming Plan to grow and sell more British food at home and abroad, focusing on: building the brand; boosting productivity; developing food chain resilience and integration; and maintaining consumer confidence.</p>	<ul style="list-style-type: none"><li>• Establish GREAT British Food Unit by March 2016</li><li>• Engage with industry and stakeholders to produce the 25 year plan, by March 2016</li><li>• Establish arrangements to support implementation, including indicators to measure progress, by March 2016</li></ul>

<b>Objective 3: A thriving rural economy, contributing to national prosperity and well-being</b>	
Develop a 10-point plan for boosting productivity in rural areas as part of wider efforts to promote growth, and put in place arrangements to support implementation through collaboration across Government	<ul style="list-style-type: none"> <li>• Publish rural productivity plan by August 2015</li> <li>• Establish arrangements to support implementation, including indicators to measure progress, by February 2016</li> </ul>
<b>Objective 4: A nation better protected against floods, animal and plant diseases and other hazards, with strong response and recovery capabilities</b>	
Improve flood defences and biosecurity in line with longer term plans, and build capacity and capability to manage and recover from incidents, outbreaks and emergencies	<ul style="list-style-type: none"> <li>• Deliver 2015/16 flood defence programme and work with Chancellor of the Duchy of Lancaster towards an interim report of the National Flood Resilience Review in the summer</li> <li>• Deliver the 2015/16 milestones within 25 year strategy to eradicate bovine TB</li> <li>• Undertake regular exercises to test capabilities, effective management of incidents, outbreaks, emergencies including Exercise Rowan to test FMD response capability by end 2015</li> </ul>
<b>Objective 5: Excellent delivery on time and to budget and with outstanding value for money</b>	
Ensure Defra systems and governance, including the Defra Board and Executive Committee, work effectively to deliver value for money and manage risk across the portfolio of activities with a particular focus on <ul style="list-style-type: none"> <li>a) the delivery of Defra's five year strategy;</li> <li>b) major projects &amp; programmes; and</li> <li>c) emergency capability</li> </ul>	<ul style="list-style-type: none"> <li>• Deliver 2015-16 milestones for major projects and programmes, including the Defra 5 year strategy including CAP delivery</li> <li>• Review governance arrangements and implement changes if necessary to ensure effective portfolio and strategic risk management</li> <li>• Improve corporate planning and management information to provide a single view across the whole of Defra</li> </ul>

Objective 6: Ensure the department delivers against its manifesto commitments	
	<ul style="list-style-type: none"><li>• Develop a top quality Single Departmental Plan which sets out how manifesto commitments and efficiency improvements will be delivered over the course of the Parliament by March 2016</li></ul>

## 2 Business priorities

Objective	How will progress be achieved and measured?
<b>Objective 7: An organisation continually striving to be the best, focused on outcomes and constantly challenging itself</b>	
Lead the departmental reform plan to deliver a customer-focused organisation, operating efficiently and effectively across the whole of Defra	<ul style="list-style-type: none"> <li>• Develop a coherent plan for organisational reform to deliver strategic objectives within SR funding through integration, more effective use of data and focus on key outcomes</li> <li>• Deliver 2015-16 milestones for organisational reform programme</li> <li>• Develop digital solutions that meet common standards set by the Government Digital Service and support the development of and utilise cross-government platforms and services wherever this demonstrates the best value for money solution for the government.</li> <li>• Continue to build the Department's commercial capability and work with the Crown Commercial Service to deliver the Government's 33% commitment of spend with SMEs by 2020.</li> </ul>
<b>Objective 8: An inclusive, professional workforce where leaders recognise the contribution of people, and build capacity to deliver better outcomes</b>	
Build capability across Defra, including in leadership and policy development, with a focus on talent management. Tackle low engagement demonstrated by People Survey results	<ul style="list-style-type: none"> <li>• Re-launch policy profession in Defra by February 2016 with a programme to develop capability in key areas</li> <li>• Participate actively in Civil Service high potential streams and wider talent management to build pipeline for critical roles</li> <li>• Develop and lead a sustained people engagement campaign in order to drive up People Survey engagement scores</li> <li>• Develop a credible plan for ensuring Apprentices make up 2.3% of the workforce over the course of the Parliament.</li> </ul>



### 3. Diversity

Objective	How will progress be achieved and measured?
Achieve progress on key performance measures for diversity and inclusion through delivery of departmental diversity and inclusion plans. Ensure that these plans are aligned with the Talent Action Plan	<p>Increasing all diversity information/declaration rates for all department workforce, to the respective Civil Service or SCS average or better. Where Defra already exceeds the respective average, we will aim to maintain this position and increase it further.</p> <p>Increasing representation of women, BAME, LGB&amp;T &amp; disabled individuals in department workforce, to the respective Civil Service or SCS average or better. Where Defra already exceeds the respective average, we will aim to maintain this position and increase it further.</p>
Build understanding of how people from under-represented groups feel about working in Defra (and delivery bodies) and take action to address issues they identify.	<p>Personal engagement with staff networks and informal groups in Defra leading to identification of proposed actions. Clear and implementable plans for at least two actions with defined milestones.</p> <p>Regular Executive Committee discussion on diversity and inclusion</p> <p>Measured by improved engagement scores to the Civil Service average or better, improved results on relevant People Survey questions and workforce monitoring data</p>

### 4. Personal leadership

Objective	How will progress be achieved and measured?
Civil Service Leadership Statement: increase	Personal: 360 assessment against CS leadership statement;



personal visibility and model the CS leadership behaviours

**Corporate role:** Active contribution to Civil Service capability improvements through participation in People Board and feedback to functional leadership and heads of profession

feedback from lead NED and Cabinet Secretary

Corporate: Feedback from the People Board Chair & functional leaders