

Business Plan 2011–2015

Department for Environment, Food and Rural Affairs

November 2010

This plan will be refreshed annually

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A) Vision

The environment is the natural foundation on which our society and economy are built. Our long-term prosperity, economic success and quality of life are enhanced by our environment. If we use and manage our natural assets in a sustainable way, they will continue to meet not only our needs, such as for energy, sustenance, minerals, fresh water, clean air and fertile soils, but also the needs of future generations.

The food sector plays a key part in our economy, and farmers play a crucial role in managing the land. We will take steps to help increase the competitiveness and resilience of farms, fisheries and the whole food chain to ensure a secure, environmentally sustainable and healthy supply of food. We will also champion rural communities within government to ensure that they are strong and vibrant.

The Coalition is committed to being the greenest government ever. This shift to a green economy offers substantial opportunities for UK businesses, driving the development of products, services, markets and jobs, and reducing costs through the efficient use of resources by all businesses and consumers. We will also work to ensure that our economy and society are resilient to shocks, by adapting to the impacts of climate change and preparing for emergencies such as animal disease outbreaks, floods and droughts.

We will move to a new model that gives more responsibility to the sectors and local areas, by giving them a stronger stake in finding the most innovative and cost-effective ways of managing risks. We will work in partnership with local communities and civil society to protect biodiversity, the countryside and the marine environment. We will help people take more responsibility for their environment, and encourage sustainable behaviour.

We will work with the European Union and international partners to secure the UK's objectives and ensure that decisions are based on sound science and evidence. Government has an important role to play in achieving these goals, but it cannot tackle them on its own. We must work together to ensure that our environment is used and managed sustainably, so that it is protected for the future.

Caroline Spelman, Secretary of State for Environment , Food and Rural Affairs

B) Coalition Priorities

Structural Reform Priorities

1. **Support and develop British farming and encourage sustainable food production**
 - Help to enhance the competitiveness and resilience of the whole food chain, including farms and the fish industry, to help ensure a secure, environmentally sustainable and healthy supply of food with improved standards of animal welfare
2. **Help to enhance the environment and biodiversity to improve quality of life**
 - Enhance and protect the natural environment, including biodiversity and the marine environment, by reducing pollution, mitigating greenhouse gas emissions, and preventing habitat loss and degradation
3. **Support a strong and sustainable green economy, resilient to climate change**
 - Help to create the conditions in which businesses can innovate, invest and grow; encourage businesses, people and communities to manage and use natural resources sustainably and to reduce waste; work to ensure that the UK economy is resilient to climate change; and enhance rural communities

B) Coalition Priorities

Other major responsibilities

Prepare for and manage risk from animal and plant disease

- Protect the environment, society and the economy from the risks of animal and plant disease through a range of controls, surveillance and horizon-scanning activities that help us understand the risks and maintain proportionate management responses

Prepare for and manage risk from flood and other environmental emergencies

- Maintain an effective, resilient and robust capability to respond to the full range of environmental emergencies, including by reducing the threat of flooding and coastal erosion by understanding and managing the risks

B) Coalition Priorities

The Department will no longer...

...hold on to power at a national level unless absolutely necessary. For example, we will give responsibility for operating and maintaining waterways to a new charity, similar to a national trust for the waterways, with greater responsibilities being passed to local communities

...allow key policy issues to be determined by democratically unaccountable bodies. We will reform our public bodies to bring policy functions in-house, where appropriate, while strengthening our capacity to work across government in reflecting rural interests and addressing sustainability concerns

...allow any duplication in the functions carried out by the Department or our public bodies. For example, we will streamline the work of our two largest arm's length bodies, Natural England and the Environment Agency, and end their lobbying work activities

C) Structural Reform Plan

The Coalition is committed to a programme of reform that will turn government on its head. We want to bring about a power shift, taking power away from Whitehall and putting it into the hands of people and communities, and a horizon shift, making the decisions that will equip Britain for long term success. For too long citizens have been treated as passive recipients of centralised, standardised services. This Government is putting citizens back in charge, and Structural Reform Plans are part of this shift of power from government to people.

This section sets out how, and when, the Department will achieve the reforms that are needed to make this happen. Structural Reform Plans are key tools for holding departments to account for the implementation of Programme for Government commitments, replacing the old top-down systems of targets and central micromanagement.

Each month, the Department publishes a simple report on its progress in meeting these commitments. These reports are available on our departmental website and on the Number 10 website.

All legislative timings and subsequent actions are subject to the Parliamentary timetable and approval.

1. Support and develop British farming and encourage sustainable food production (p.1 of 3)

Help to enhance the competitiveness and resilience of the whole food chain, including farms and the fish industry, to help ensure a secure, environmentally sustainable and healthy supply of food with improved standards of animal welfare

ACTIONS	Start	End
1.1 Drive sustainable food procurement by the Government and the public sector		
i. Introduce new guidance so that departments source food, subject to no overall increase in costs, meeting British or equivalent standards of production (e.g. Red Tractor)	Jan 2011	Jan 2011
ii. Report on departmental progress against the commitment to procure food meeting British or equivalent standards of production	Jun 2011	Jun 2011
1.2 Promote increased domestic food production, and ensure that consumers can be confident about where their food comes from		
i. Transfer responsibility for food labelling from the Food Standards Agency to Defra	Completed	-
ii. Use voluntary approach to encourage food retailers and producers to provide more detail on the origins of their produce	Started	Dec 2010
iii. Evaluate the effectiveness of voluntary approach	Jan 2011	Apr 2011
iv. Publish proposals to maximise the transparency of domestic food production	May 2011	May 2011
1.3 Prepare farming for post-2013 Common Agricultural Policy (CAP) reforms		
i. Establish a task force to conduct industry-led review of existing farm regulations	Completed	-
MILESTONES		
A. All departments begin sourcing food meeting British or equivalent standards of production, subject to no overall increase in costs	Jan 2011	
B. Proposals published on how best to maximise the transparency of food production	May 2011	
C. Data released on progress on the standard of food procured by central government departments (published annually)	Jun 2011	

1. Support and develop British farming and encourage sustainable food production (p.2 of 3)

Help to enhance the competitiveness and resilience of the whole food chain, including farms and the fish industry, to help ensure a secure, environmentally sustainable and healthy supply of food with improved standards of animal welfare

ACTIONS	Start	End
1.3 Prepare farming for post-2013 Common Agricultural Policy (CAP) reforms (continued)		
ii. Publish industry-led task force recommendations for a more risk-based and proportionate system of regulation and enforcement, including inspection, for all farm sectors, and begin to implement those recommendations	Apr 2011	Apr 2011
iii. Develop affordable options for a carefully managed and science-led policy of badger control in areas of high and persistent levels of bovine tuberculosis (bTB)		
a) Run consultation on proposed approach	Started	Dec 2010
b) Consider responses to consultation and announce outcome as part of a balanced package of measures to control bTB	Feb 2011	Feb 2011
c) Begin to implement agreed approach	Mar 2011	Mar 2011
iv. Develop affordable measures of support for hill farmers	Started	Feb 2011
v. Assess proposals from the Taylor Review on scientific research in agriculture	Completed	-
vi. Start to implement proposals from the Taylor Review	Completed	-
vii. Publish report on progress in implementing the Taylor Review	Jan 2011	Jan 2011
viii. Make the case for significant reform of the CAP as part of the EU's negotiations for the period beyond 2013	Started	Jan 2013
ix. Set out plans on animal disease responsibility sharing	Apr 2011	Apr 2011
MILESTONES		
D. Decision announced on b TB approach	Feb 2011	
E. Independent task force recommendations published on the deregulation of farming	Apr 2011	
F. Plans on animal disease responsibility sharing set out	Apr 2011	
G. Data released on herds free from TB restrictions in England (published quarterly)	Apr 2011	

2. Help to enhance the environment and biodiversity to improve quality of life (p.1 of 4)

Enhance and protect the natural environment, including biodiversity and the marine environment, by reducing pollution, mitigating greenhouse gas emissions, and preventing habitat loss and degradation

ACTIONS	Start	End
2.1 Support the building of the Big Society to enhance the countryside, habitats and the urban environment		
i. Review the governance arrangements of National Parks	Started	Dec 2010
ii. Publish proposals to increase the accountability of National Parks	Jan 2011	Jan 2011
iii. Reform key public bodies to transfer more power to people and communities		
a) Transfer British Waterways from government to a new charity for the waterways in England and Wales, through the Public Bodies Bill	Started	Apr 2012
b) Consult on a new strategic approach to forestry in England	Jan 2011	May 2011
c) Set out and begin to implement reforms to the Environment Agency and Natural England, clarifying their accountabilities and making them more efficient and customer focused	Apr 2012	Apr 2012
iv. Develop, with the Department for Communities and Local Government, proposals for a new designation, similar to Sites of Special Scientific Interest, to protect green areas of particular importance to local communities	Started	Mar 2011
v. Launch a national campaign to increase tree-planting by private sector and civil society, including a website where people and community groups can report trees planted	Dec 2010	Dec 2010
MILESTONES		
A. Campaign to increase tree-planting launched	Dec 2010	
B. Proposals to increase accountability of National Parks published	Jan 2011	
C. British Waterways transferred from government to a new charity for the waterways	Apr 2012	

2. Help to enhance the environment and biodiversity to improve quality of life (p.2 of 4)

Enhance and protect the natural environment, including biodiversity and the marine environment, by reducing pollution, mitigating greenhouse gas emissions, and preventing habitat loss and degradation

ACTIONS	Start	End
2.2 Help communities and wildlife adapt to climate change		
i. Complete a programme of investment to reduce the risk of flooding and coastal erosion for 145,000 households	Apr 2011	Apr 2015
ii. Implement the findings of the Pitt Review to improve our flood defences and prevent unnecessary building in areas of high flood risk	Started	May 2015
a) Test and strengthen capabilities to respond to a major flood emergency through planning and execution of a major national exercise – Exercise Watermark.	Apr 2011	Apr 2011
b) Implement the Flood and Water Management Act	Started	Dec 2014
iii. Assess the scope for actions to offset the impact of development on biodiversity	Started	Apr 2011
iv. Publish a Natural Environment White Paper setting out measures to: protect wildlife, promote green spaces and wildlife corridors; value natural capital, complementing national accounts; and produce an analysis of the state of the UK's natural asset base (the National Ecosystems Assessment)	Apr 2011	Apr 2011
2.3 Spearhead international progress on conservation and endangered species		
i. Lead efforts to protect the marine environment		
a) Agree Marine Policy Statement and publish first draft of Marine Conservation Zones	Started	Apr 2011
MILESTONES		
D. Natural Environment White Paper published	Apr 2011	
E. Flood data released on the number of households where the risk of damage from flooding has been markedly reduced (published quarterly)	Apr 2011	
F. Flood and Water Management Act implemented	Dec 2014	

2. Help to enhance the environment and biodiversity to improve quality of life (p.3 of 4)

Enhance and protect the natural environment, including biodiversity and the marine environment, by reducing pollution, mitigating greenhouse gas emissions, and preventing habitat loss and degradation

ACTIONS	Start	End
2.3 Spearhead international progress on conservation and endangered species (continued)		
i. Lead efforts to protect the marine environment (continued)		
b) Analyse the formal advice on Marine Conservation Zones, with impact assessments, provided by the statutory nature conservation bodies	Nov 2011	Apr 2012
c) Run consultation on Marine Conservation Zones proposals	Apr 2012	Oct 2012
d) Designate Marine Conservation Zones	Dec 2012	Dec 2012
ii. Make the case at Nagoya Summit for ambitious new targets to reduce the rate of biodiversity loss, setting the tone for subsequent summit	Completed	-
iii. Work with European partners to agree a new EU biodiversity strategy	Mar 2011	Mar 2011
iv. Publish an England Biodiversity Strategy alongside Natural Environment White Paper	Apr 2011	Apr 2011
v. Legislate to make it a criminal offence to allow illegal timber to enter the UK market		
a) Work to reach informal agreement on EU regulation, and press to ensure that the regulation includes a prohibition on placing illegal timber on the EU market	Completed	-
b) Influence formal European Council agreement to the regulation	Completed	-
c) Implement legislation to make it a criminal offence to allow illegal timber to enter the UK market	Nov 2010	Mar 2013
MILESTONES		
G. New England Biodiversity Strategy published	Apr 2011	
H. Government designates Marine Conservation Zones	Dec 2012	
I. Import of illegal timber made an offence	Mar 2013	

2. Help to enhance the environment and biodiversity to improve quality of life (p.4 of 4)

Enhance and protect the natural environment, including biodiversity and the marine environment, by reducing pollution, mitigating greenhouse gas emissions, and preventing habitat loss and degradation

ACTIONS		<u>Start</u>	<u>End</u>
2.3 Spearhead international progress on conservation and endangered species (continued)			
vi. Work to influence EU Commission proposals on the reform of the Common Fisheries Policy (CFP), to be submitted for negotiation by EC Council and Parliament		Oct 2011	Oct 2011
vii. Negotiate and implement changes to the CFP legal framework		Dec 2012	Dec 2012
MILESTONES			
J. Reformed Common Fisheries Policy agreed (in line with expected EU timetable)		Oct 2011	

3. Support a strong and sustainable green economy, resilient to climate change (p.1 of 2)

Help to create the conditions in which businesses can innovate, invest and grow; encourage businesses, people and communities to manage and use natural resources sustainably and to reduce waste; work to ensure that the UK economy is resilient to climate change; and enhance rural communities

ACTIONS	Start	End
3.1 Drive a 'zero waste' agenda		
i. Agree goals for 2014/20 and set the path towards a 'zero waste' economy through a review of waste policies	Started	Apr 2011
ii. Publish waste goals for 2014/20	May 2011	May 2011
iii. Explore voluntary responsibility deals on waste among businesses	Started	Apr 2011
iv. Repeal Climate Change Act powers for household charging	Started	Nov 2011
v. Set out steps to promote increased energy from waste through anaerobic digestion, for consultation with stakeholders and industry	Nov 2010	Nov 2010
vi. Publish detailed strategy to encourage anaerobic digestion measures	May 2011	May 2011
3.2 Reform the water industry to enhance competition and improve conservation		
i. Examine the conclusions of the Cave and Walker Reviews, and review the water regulator (Ofwat)	Started	Jun 2011
ii. Publish a White Paper on the reform of the water industry to ensure a more efficient use of water and to protect poorer households	Jun 2011	Jun 2011
iii. Introduce required legislation	May 2012	Apr 2013
3.3 Drive sustainable public sector practice across government		
i. Publish action plan with the Department of Energy and Climate Change and Cabinet Office to ensure government operations and procurement are the greenest ever	Oct 2010 (Overdue)	
ii. Review the Government's sustainability commitments	Nov 2010	Nov 2010
MILESTONES		
A. Waste Review published, including goals on waste	May 2011	
B. Water White Paper published	Jun 2011	
C. Climate Change Act powers for household charging repealed	Nov 2011	

3. Support a strong and sustainable green economy, resilient to climate change (p.2 of 2)

Help to create the conditions in which businesses can innovate, invest and grow; encourage businesses, people and communities to manage and use natural resources sustainably and to reduce waste; work to ensure that the UK economy is resilient to climate change; and enhance rural communities

ACTIONS	Start	End
3.3 Drive sustainable public sector practice across government (continued)		
iii. Announce new sustainability commitments	Dec 2010	Dec 2010
iv. Publish Government Buying Standards for transport, food, furniture, textiles, gardening services, water-using products and cleaning products and services	Mar 2011	Mar 2011
v. Establish, with DECC and Cabinet Office, the ministerial governance arrangements to oversee government performance on sustainable development	Started	Dec 2010
3.4 Promote a low-carbon and eco-friendly economy		
i. Produce guidance to ensure that sustainability and the value of nature are taken into account in policy appraisal		
a) Publish new guide for policy makers on valuing nature	Completed	-
b) Produce new supplementary Green Book guidance to assess social impacts	Apr 2011	Apr 2011
ii. Provide certainty and clarity for business and investors by launching a roadmap to a green economy with BIS and DECC, including by using insights from behavioural science	Apr 2011	Apr 2011
3.5 Support sustainable economic growth in rural areas		
i. Work with the Treasury and DECC to investigate the options available to help those in remote rural areas with the cost of fuel	Started	Mar 2012
ii. Work with the Department for Culture, Media and Sport to deliver universal broadband at speeds of 2mbps and stimulate private sector investment to deliver the best superfast broadband network in Europe by 2015	Started	May 2015
MILESTONES		
D. Data released on progress against government sustainability commitments	Apr 2011	
E. Options for helping with fuel costs in remote rural areas set out	Mar 2012	

D) Departmental expenditure

This section sets out how the Department is spending taxpayers' money as clearly and transparently as possible.

We have included a table to show the Department's planned expenditure over the Spending Review period, as agreed with the Treasury. It is split into money spent on administration (including the cost of running departments themselves), programmes (including the frontline), and capital (for instance new buildings and equipment). As soon as possible, we will include the proportion of this expenditure that goes to the voluntary and community sector and to small businesses.

By April 2011, each department will also publish a bubble chart setting out in detail how its settlement will be allocated for the 2011/12 financial year, across its key programmes and activities.

Table of spending for 2011/12 to 2014/15

This section sets out the Department's planned expenditure over the Spending Review period, as agreed with the Treasury.

£bn ^{1 2 3}	Baseline 2010/11	2011/12	2012/13	2013/14	2014/15
Total departmental expenditure allocation	2.9	2.6	2.5	2.3	2.2
<i>Administration spending⁴</i>	0.7	0.6	0.6	0.5	0.5
<i>Programme spending⁴</i>	1.7	1.6	1.5	1.4	1.4
<i>Capital spending</i>	0.6	0.4	0.4	0.4	0.4
<i>Spend on voluntary and community sector (%)⁵</i>	Data to be confirmed				
<i>Value of contracts to small and medium sized enterprises (%)⁵</i>	Data to be confirmed				

1. Detailed breakdown of these budgets will be published by April 2011

2. Excludes departmental Annually Managed Expenditure

3. Numbers may not sum due to rounding

4. Excludes depreciation

5. To be confirmed at the end of each financial year

Common areas of spend

The indicators below will help the public to judge whether the Department is being run efficiently, and can be compared across departments.

Indicators
Overall:
Cost of operating the department (including procurement, employment cost and property) over time and against projected cost
Number of employees, including breakdown by job type, seniority and their contract type (full time/part time)
Cost of corporate services (including human resources, finance, information and communications technology, communications, procurement) as a percentage of the cost of operating the department
On 3rd party spend:
Property cost per square metre and per employee
Cost of standard desktop computer per employee and number of electronic devices (laptops, desktops, mobile phones etc.) per employee
Value of major areas of spending (office products, travel etc.)
Number and value of major government projects and whether they will be delivered on time and to budget

E) Transparency

Greater transparency across government is at the heart of our commitment to enable the public to hold politicians and public bodies to account, to reduce the deficit and deliver better value for money in public spending.

This section will set out the information that will enable users of public services to choose between providers, and taxpayers to assess the efficiency and productivity of public services, holding them more effectively to account. By publishing a wide range of indicators, we will enable the public to make up their own minds about how departments are performing. We will use transparency to facilitate the choice and democratic accountability which will replace top-down targets and micromanagement.

All the data in this section will be made available free of charge, and we will regularly review whether our published data meets the needs of the public.

This section is published in draft until April 2011 to allow for further consultation.

Information strategy (p.1 of 2)

All work on transparency will be taken forward at Board level by Mike Anderson, Director General for Green Economy and Corporate Services.

We are committed to supporting the transparency agenda and is ensuring there is a co-ordinated response across Defra and our delivery bodies. This includes making transparency a condition of funding when delegating budgets across the Defra network.

We apply the Public Data Principles in our data management approach and we are actively looking at how best to publish yet more data in open re-usable form. We have always taken a “right to data” approach in our dealings with the public and are taking steps to formalise this approach for both existing and new data holdings.

We have already published 240 datasets in data.gov.uk and are reviewing ways to make our data easier to access. The UK Location Programme will publish over 150 “INSPIRE” datasets during 2011, with many more coming in future years. The Programme is introducing common standards to enable all of this data to be easily accessed and combined, thereby enhancing the re-use possibilities.

Defra will also publish a range of corporate data to help the public judge its performance and productivity. The data below will be available from our website and data.gov.uk:

- We will publish online details of every item of expenditure costing over £25,000 (Oct 2010)
- We will publish online details for all new tender documents for contracts over £10,000 from (Sep 2010)
- We will publish names, job titles and annual pay rates for Senior Civil Servants with salaries over £150,000 (Jun 2010) and similar details for Directors General and Directors (Oct 2010)
- We will publish organisational structures covering all of the Senior Civil Service (Oct 2010)

Information strategy (p.2 of 2)

We are rationalising our website to separate our data from other content, and make both aspects more user friendly. We are also piloting “cloud” hosting of our data and hope to gain substantial savings from this approach. As we move forward, Defra is actively looking into its wealth of data and information to ascertain what other datasets it may be able to publish and make this exercise as extensive and open as possible, but with an expected 400+ datasets published by March 2011, Defra is ahead in its efforts to identify and make data available.

As part of our policy remit, we are also assessing the wide spectrum of government-sponsored environmental data collection and publication activities and will promote action to avoid duplication and support demands as efficiently as possible. This includes agreeing with interested parties a co-ordinated response to the different European and global directives and initiatives.

The following new datasets will soon be made available:

- Trends in populations of selected species (wild birds)
- Ecological impacts of air pollution
- Biological river quality
- Global biodiversity expenditure
- UK biodiversity expenditure
- PSA indicators for England: 1970 to 2008
- population of wild birds – wintering waterbirds: 1975/76 to 2007/08
- Regional Woodland Species Indices: 1994 to 2008
- Status of UK Biodiversity Action Plan priority habitats
- Extent and condition of UK protected areas
- Impact of invasive species
- Index of population of wild birds

Input indicators

The indicators set out in this section are just a subset of the data gathered by the Department which will be made transparently available as outlined in the Information Strategy.

The Department will adopt the following indicators to help the public scrutinise our inputs:

Input indicator	When will publication start?	How often will it be published?	How will this be broken down?
Cost per Single Payment Scheme claim	Jul 2011	Annual	National (England only)
Unit cost of delivery of Higher Level Stewardship schemes	Apr 2011	Annual	National (England only)
Total government funding to the Environment Agency for environmental water management	Apr 2011	Annual	National (England only)
Cost of local authority waste management per household	May 2011	Annual	By local authority
Total cost of bovine TB control in animals in England to government	Jul 2011	Annual	National (England only)
Total government investment in flood risk management	Apr 2011	Annual	National (England only)

Impact indicators

Our impact indicators are designed to help the public to judge whether our policies and reforms are having the effect they want. The Department will adopt the following indicators:

Impact indicator	When will publication start?	How often will it be published?	How will this be broken down?
Positive and negative environmental impacts of farming	Jul 2011	Annual	National (England only)
Productivity of the UK agricultural industry	Apr 2011	Annual	National
Uptake of Higher Level Stewardship schemes	Apr 2011	Quarterly	National (England only)
Net improvement in surface water bodies (e.g. rivers, lakes and estuaries) in England	Apr 2011	Annual	National (England only)
Household recycling rates	May 2011	Quarterly	By local authority
Herds free from TB restrictions	Apr 2011	Quarterly	National (England only)
Number of households where the risk of damage from flooding has been markedly reduced	Jun 2011	Quarterly	National (England only)

Other data (p.1 of 2)

As detailed in our information strategy, we expect over 400 datasets to be available to the public by March 2011. We will publish the full range of datasets on our website.

The Defra organogram is available at:

<http://data.defra.gov.uk/ops/defra/defra-organogram-oct2010.pdf>

We have highlighted key data, which will be particularly useful to help people to judge the progress of structural reforms, under three headings:

1. Data that will help people to judge the progress of structural reforms

- Number of departments procuring food that meets British or equivalent standards of production, subject to no overall increase in cost
- Number of farm inspections carried out, by type of farm
- Estimate of number of trees planted by private sector and civil society

2. Other key data

- Improved Local Biodiversity (proportion of local sites where positive conservation management has been or is being implemented)
- Air quality (Sulphur Dioxide concentrations at background locations)
- Poultry and Poultry Meat Statistics Notice (data on the activity of UK hatcheries and poultry slaughterhouses and other related poultry statistics)
- Incidence of TB in Cattle, Great Britain (latest national statistics bringing together various sources of statistics relating to the incidence of TB in Cattle, Great Britain according to arrangements approved by the UK Statistics Authority)

3. Organogram

Helen Ghosh
Permanent Secretary



Secretary to
Royal Commission on Environmental Pollution RCEP

Our full organogram is available at:
<http://data.defra.gov.uk/ops/defra/defra-organogram-oct2010.pdf>