

## Towards 2020 - what sort of organisation will Natural England be in 2020?

We want to share some work that we on the Senior Leadership Team have been doing over recent weeks, and with our Board, to prepare and position Natural England for the future. This doesn't mean that we're ready to write a neat vision statement for Natural England. But we do have a sense of how the organisation is changing – with a challenging reform programme and an ambitious Conservation Strategy emerging – and we know what we want Natural England to look and feel like in the future.

Our Chief Executive James Cross says: "I want to ensure that we create a shared sense of what Natural England will look and feel like in the future so that the actions and decisions that we all take this year and over the coming years are consistent and help move us in a common direction. In the context of the Voluntary Exit Scheme, I want you all to get a sense of the journey we are embarking on and to explore what it means for you, your team and your organisation. We know we need to continually improve as an organisation and we each need to consider what this means for us and our work."

### The world we live in is changing

With our partners, we have achieved some great things for the natural environment over the past 10 years, but on most measures its richness and diversity continues to decline – in particular the once common and widespread is becoming rare and some of the things that once rooted people in their local environment have been diminished. We must respond to this challenge.

The vision of Defra's 25 Year Plan for the Environment is for England to become the healthiest and the most beautiful place in the world in which to live, work and bring up a family. Everything Natural England does contributes to that vision – not just for the environment but for the economy, for people, for the communities in which they live and for society as a whole. The Defra words about the kind of organisation we will be are: modern, integrated, local and open.

As the government reduces spending in the public sector as part of its vision for a smaller state, less involved in people's day-to-day lives, we must accept that we will have a significantly reduced budget. Our budget from Defra may be up to £30m (27%) less than we had in 2015/16 by the end of 2020. We are making great strides in the way we generate income from other sources. By 2020, much more of our income will come from sources other than Defra and much more of the work we do will have charging elements to it. This means that the way we view the concept of 'customer' will change as will the skills that we need to generate this custom and to innovate in the services we offer.

We do not anticipate any significant change in the political context of our work over this period. Government will continue to expect us to operate as efficiently as possible, to be open in our transactions and decision making, making smarter use of our regulation and operating as a part of government.