

- maintain a dynamic and responsive interface between our work at local and national levels;
- evolve the way we develop and use our evidence, and how we share it so that it underpins decisions.

What will Natural England look like and how will it feel?

Building on our strong foundations

We will build on the changes already made, and the changes we have underway; and we will be looking for further changes that transform how we work and how we are shaped by 2020.

Environmental outcomes will remain the primary driver of change, not simply our need to live within a budget.

We will be driven by a vision for the natural environment which is shaped by our Conservation Strategy and set within the context of the Defra 25 Year Plan.

We will remain an expert organisation, widely regarded and respected for our knowledge, our passion and our ability to work with others.

We will rebalance our financial footing. We will be less reliant on direct funding from government and we will secure a greater proportion of our income from our chargeable services and from external funding sources.

How will we be structured?

We will have a significantly reduced national capacity focused on shaping the external context for our work through: advice to government around policy; national stakeholder relationships; influencing the investment decisions of others; and working with and through others to build the evidence base for our work. We will also maintain a minimum level of standards and guidance to support local delivery.

Our area-based model will remain central and will be strengthened.

Area Teams will be increasingly place-based and integrated with a clear sense of how our different work areas join-up to help us deliver our local vision. They will be empowered to lead and drive the agenda locally, informed by a deep understanding of local partners, pressures and opportunities.

We will do more work in collaboration with our Defra partners both on the ground (where we will operate to aligned boundaries and with shared plans) and at the national level around policy development.

- Our Corporate Services will be delivered mostly through shared services models operating both across Defra and with other government departments.

What will we be doing?