

- We will retain our regulatory powers but will use them more proportionately and more efficiently, while increasingly operating through advice and partnership working and by enabling others.

We will spend less time on processing high volume but low value transactions, shifting our focus onto places where we can add most value through our input.

- We will extend our work to a landscape-scale, with less focus on individual sites and more on setting those sites into their wider context.

We will be influential in embedding our vision for the natural environment in others' plans for local areas enabling us to provide less case-specific advice and develop more strategic solutions.

#### How will we work?

- We will understand the wider socio-economic context of the places in which we operate and we will be able to explain and quantify the value of the natural environment to society's wider objectives.

We will approach every challenge and opportunity through the lens of the Outcomes Approach – being flexible and pragmatic as we build long-term relationships and shared visions.

- We will not aspire to 'lead' the conservation sector (other than by example) so will work in a far more collaborative way with them. We will do more work in partnership around common 'bigger' outcomes rather than managing delivery of specific targets. We will broaden the range of partners and sectors with whom we work.

#### What it will be like to work in Natural England in 2020?

We will have significantly fewer staff in total. Our headcount will fall from 2000 to around 1600 by 2020 and these staff will have more diverse skillsets: exploiting new technologies, driving our commercial ambition and able to make a real difference in the way they work with and through others.

- Defra will implement the estates hub model so that all our offices will be shared Defra buildings.

All staff will have mobile technology that will enable them to work from anywhere and to access central systems remotely.

Self-service systems will be the norm for staff, managers and customers.

Fewer ad hoc site visits will be necessary because more information, data and evidence about sites and the local area will be captured remotely and by others.

We will have a proportionately smaller leadership capability. People managers will focus on making the new model work, building the wellbeing of their teams and strengthening capability.