

# NATURAL ENGLAND BOARD



**Meeting 4**  
**18 April 2007**

Paper No: **NEB P07 16**

Title: **Corporate Plan**

Sponsoring Director: **David Young, Executive Director Strategy and Performance**  
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## **Purpose**

The purpose of this paper is to consider Natural England's Draft Corporate Plan and corresponding budget allocation, and to agree the process for its finalisation.

## **Recommendations**

It is recommended that the Board:

1. consider and provide comments on the Draft Corporate Plan;
2. approve the proposed budget allocation to the outcomes and objectives, as derived from our *Strategic Direction*;
3. delegate to the Chair the authority to approve and send the final version of the Corporate Plan to the Minister for Biodiversity, Landscape and Rural Affairs for his agreement.

## **Background**

Natural England commenced the corporate planning process for 2007/8 with a discussion at the December 2006 Board meeting, at which it was agreed that the Corporate Plan should be based on *Strategic Direction 2006-9*. The Board also agreed that the Corporate Plan should address a number of key strategic issues that will influence delivery over the next three years.

During January 2007:

- The four Board Outcome Groups met to provide input and guidance on targets and key areas of focus for the Corporate Plan, for each of the outcomes and objectives of our *Strategic Direction*
- Natural England consulted a range of key stakeholders to get their input into the Plan
- Defra policy leads were also consulted on areas of Natural England delivery which contribute to their outcomes
- Teams across Natural England commenced the process of putting together Team Delivery Agreements for 2007/8. This involves balancing existing commitment with the new areas of work from our *Strategic Direction*. It is expected that Delivery Agreements will be finalised by the end of April once the Board has approved the budget allocation.

The Board's Corporate Plan sub-group has met twice to consider a first draft of the Corporate Plan including the budget and the overall allocation of resources to targets.

A Draft of the Corporate Plan has also been provided to Defra, the Environment Agency and Forestry Commission for comment and to assist in the alignment of our respective Plans. The Draft Corporate Plan is provided at Annex 1; the annexed version has yet to incorporate the final comments of the Chair and Chief Executive.

## **Risks and Issues**

**Adequacy of the budget** The overall budget for Natural England is a key constraint for delivery of the Corporate Plan. Whilst Natural England's core funding is slightly higher than for 2006/7, there are a significant number of additional revenue and cost pressures, including: increased staff costs; lower than expected funding from Defra for estates transition; and reduced funding from Defra for Information Systems.

The budget outlined in the Corporate Plan seeks to maximise resources for delivery whilst recognising that there are still significant costs associated with the establishment of Natural England.

**Ambition of the Plan** The Corporate Plan is unashamedly ambitious in the outcomes Natural England is seeking for the natural environment. Delivery however is phased over the next three years. Some areas of work in 2007/8 will therefore focus on the development of strategies and plans for delivery in subsequent years.

**Alignment with Priorities** Realignment is one of the key issues for the delivery of our 2007/8 Corporate Plan including:

- the need to balance existing commitments with the development of new work to deliver our *Strategic Direction*;
- aligning resources and capabilities with our *Strategic Direction*
- realigning our existing partnerships to focus on the delivery of our *Strategic Direction*;
- aligning our work with the targeted delivery of the new Rural Development Programme for England (RDPE);
- delivering on expectations of more integrated and efficient service to customers and stakeholders.

**Partnership and new ways of working** Leveraging our resources is another important issue for delivery in 2007/8, including:

- expanding our partnerships to cover the full scope of our Strategic Direction;
- securing grants and sponsorships to take forward work that cannot be funded from our Grant in Aid;
- exploring broader commercial opportunities.

**Capacity and capabilities** During 2007/8 our Transition Programme will be critical for building the capacity, capabilities and culture we need to support delivery, including in particular:

- our leadership and staff development programme;
- our approach to performance management.

## **NATURAL ENGLAND**

### **CORPORATE PLAN 2007 – 2010**

**Natural England is here to conserve and enhance the natural environment, for its intrinsic value, the wellbeing and enjoyment of people and the economic prosperity that it brings.**

#### **Foreword**

The creation of Natural England in October 2006 was a landmark for the conservation and enhancement of the Natural Environment. Natural England was formed at a time of growing concern over the use of natural resources. Food and energy production, transport and housing are already putting great pressure on the environment. Climate change adds urgency and scale to what needs to be done.

In England today, there are more than 383 people to every square kilometre of land – that's more than three times the European average. That land has to meet all our needs – places to live, our food, energy, water and space for wildlife and recreation. And as an island nation our seas are just as precious.

This is our first Corporate Plan and it sets out where we intend to focus our effort over the next three years. In our first six months we concentrated on the establishment of a new organisation with a new Board, a new Strategic Direction and new management arrangements and ways of working to deliver on our Strategic Direction. While going through the establishment phase, a key objective was to ensure we kept our main delivery activities on track, and this we have done. We have also put in place plans for the work to be delivered in this next Corporate Plan period.

Our Strategic Direction, which was published in June 2006, has provided the focus and clarity for how we will deliver on our purpose, for the deployment of our funding and the actions of our 2500 staff. It continues to underpin our Corporate Plan for 2007-10.

An integrated approach to the natural environment linking the conservation and enhancement of biodiversity and landscapes with increased opportunities for people to enjoy the natural environment lies at the heart of the creation of Natural England. Progress has already been made to integrate our work across all of our outcomes and significant further progress will be made this year.

Delivery through partnerships is at the heart of Natural England's approach. We see a key role for us in providing leadership, linking and supporting the work of others from delivery on the ground through to European influencing. We will avoid duplication and learn from others to deliver the greatest possible outcomes for the natural environment.

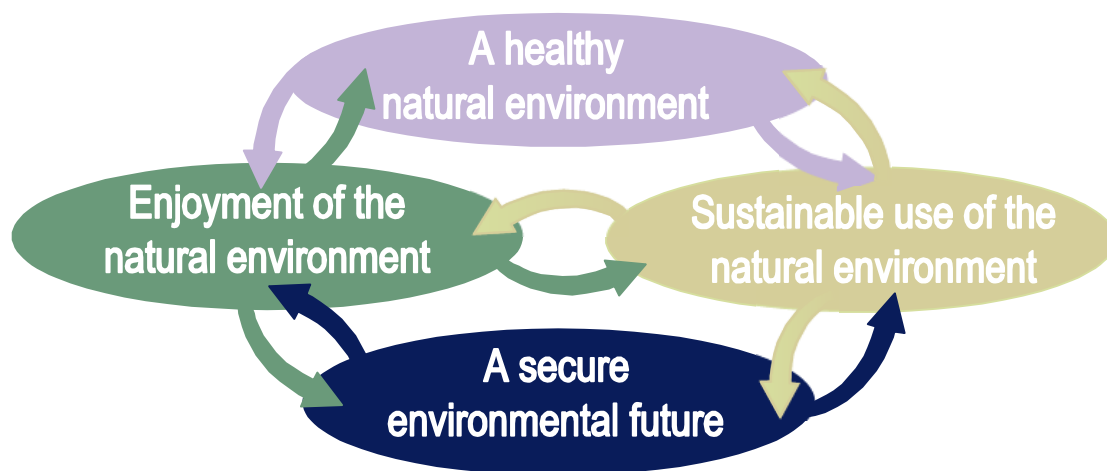
We recognise the importance of working at all levels; influencing policies and strategic thinking within government, ensuring the particular needs and issues of the regions are reflected in our actions at regional level and understanding how to engage people and communities at local level in taking action for their environment.

As a Non Departmental Public Body we will also be a trenchant champion and bold commentator for the environment. We will advise Government on the impacts of policies that affect the natural environment; and also provide the technical and scientific advice needed to inform policy making.

In our first six months we have made a strong start. This Corporate Plan sets out how we will continue to deliver across a wide agenda to conserve and enhance the natural environment, now and in the future and provide opportunities for people to enjoy and act for the natural environment.

## Introduction

Natural England's Strategic Direction sets out the four strategic outcomes that focus our activities and resources. The way in which these outcomes link together to conserve and enhance the environment is illustrated below:



Our first Corporate Plan is focused on the delivery of our Strategic Direction. To achieve this we need to engage with the big social and economic issues of the day to show how a healthy natural environment is part of the solution. We have therefore taken account of a number of key external developments that need to be addressed in 2007/8.

A great deal has been achieved in our first six months, with the emphasis on our aim of establishing a dynamic and innovative organisation while maintaining continuity of delivery and shaping our new programmes and activities.

Our work to date is briefly referred to in each section of the Plan. It highlights the achievement in keeping many established programmes on track including areas such as payment of Agri-environment schemes where performance exceeded expectations.

Although some Strategic Direction targets have already been delivered, for many of the more innovative or long term programmes the first six months have been about the establishment of initial scope and project plans. The Corporate Plan shows the activities that will take place over the next three years and the particular targets for delivery in the 2007/8 financial year.

The Corporate Plan targets provide a framework to describe the full scope of our business. Whilst not every activity is listed, the Plan aims to enable our staff to

define how their work contributes, and partners to identify opportunities for working collaboratively on our outcomes, objectives and targets.

Natural England will apply an appropriate mix of advice, advocacy, incentives, regulation and practical action according to the international, national, regional and local challenges the environment faces.

We are also committed to further work to develop our Strategic Direction to deliver a secure environmental future and pursue new opportunities, leading to a fuller expression of Natural England's vision and direction during our second year.

### **Partnership Working**

Our aim is to work strategically with partners, providing information and evidence to enable us jointly to achieve outcomes for the natural environment through leverage and influencing, and to provide leadership and coordination of activity to secure the future of the natural environment and people's enjoyment of it.

Our relationship with partners will be based on clear and agreed objectives that we will work on together. We are interested in long term activity, particularly where outcomes can only be achieved through sustained action. Whilst providing funding will continue to be part of our approach to working with partners, our contribution may increasingly be providing expertise and staff resources for work on collaborative projects.

Our partnerships with Government Departments will be important. Our work with Defra in particular will see Natural England contributing across a wide range of Departmental Outcomes, but we will also seek to work with many other departments to achieve specific targets. Partnerships with other Government Agencies such as the Rural Payments Agency, Regional Development Agencies, the Environment Agency, Forestry Commission, English Heritage, National Park Authorities and the Commission for Rural Communities will also be critical in delivering an integrated approach to the environment, joined up services to customers and in sharing understanding and learning.

Partnerships with land managers, the scientific community, the voluntary sector and business and community based organisations at national, regional and local level will also be central to how we work. We do not seek to duplicate the work of others but to consider how best to work with them to help deliver our objectives.

We have sought to engage with many of these partners in developing this Corporate Plan to help identify synergies and opportunities to work together and identify what success would look like.

We have been internally scoping some of our new areas of work and identifying projects, which in 2007/8 we expect to be able to start to take forward; we are committed to doing this in an open and collaborative way.

Our Strategic Direction sets out who we will work with in pursuing our four outcomes and some specific activities are referred to in our targets. Some examples for 2007/8 include:

- implementing a programme to ensure a regular dialogue and exchange of information between Natural England and a range of stakeholders. This will

range from liaison at regional and local level through to meetings of Chairs and Chief Executives;

- engaging with other Agencies and NDPBs in the Defra family over joined up delivery of services at a local and regional level;
- developing a Memorandum of Understanding with the Environment Agency and the Forestry Commission to set out a framework for collaborative working with specific attention to how we work together to deliver a range of outcomes;
- continuing to work with the Joint Nature Conservation Committee to deliver its UK and international statutory functions, including developing common standards across UK and international reporting;
- developing new approaches to working with The Wildlife Trusts to achieve our joint outcomes for the natural environment.

### **OUTCOME 1: A HEALTHY NATURAL ENVIRONMENT - ENGLAND'S NATURAL ENVIRONMENT WILL BE CONSERVED AND ENHANCED.**

Why we are doing it:

- For the intrinsic value of England's biodiversity;
- Because landscape and wildlife enrich people's lives;
- For the services healthy functioning ecosystems provide.

**Where are we now:**

- Our work on biodiversity is also making good progress with both the Strategic Direction targets on 'habitat creation and restoration' and 'biodiversity partnerships meeting agreed delivery standards' being delivered and exceeded.
- The Catchment Sensitive Farming Programme did slip behind schedule due to difficulties in securing project officers and finalising contracts, but will be brought back on track in 2006/8. The Capital Grant Scheme for 2007/8 has been approved.
- 794,000 ha of SSSI land is now in favourable or recovering condition, however progress on the SSSI PSA target is estimated as likely to be at 75.5% at end March rather than the 78% milestone, due to in large part to in-year budget cuts across the Defra family and the delay in securing an approved budget for Natural England for 2006/7.
- £1.7 million additional funding was secured to initiate a survey of potential marine sites for designation as Special Areas of Conservation, the contract has been let with planning and desk studies undertaken and field work ready to begin in 2007/8.

**What we are seeking to achieve 2007-2010:**

At the heart of the Government's objective in establishing Natural England is providing an integrated service delivery to land owners and managers. Our first

target is therefore to put in place an integrated customer service delivery model which provides customers with access to the full range of Natural England's services. We will also explore how we join this up with the services provided by other organisations, particularly the Rural Payments Agency, the State Veterinary Service, English Heritage, the Environment Agency and Forestry Commission.

Our engagement with land managers to deliver an integrated range of public benefits and ecosystem services – landscape, biodiversity, access, resource and carbon management, sustainable products while taking account of climate change and the economic context within which they are working, is critical to joining up the work across our outcomes and also to create efficiencies and release resources to deliver new work.

The landscape scale integration and delivery of objectives is also the focus of our nine integrated delivery projects. These seek to demonstrate how to plan and then deliver the integration of landscape, wildlife, access and resource protection objectives. We have established these projects within nine of the Catchment Sensitive Farming areas, where the focus is on clean healthy rivers, and expanding these to deliver on the full range of objectives for the natural environment. Our project to assess the impact of climate change in four Joint Character Areas is also embedded in the nine areas and will inform these integrated delivery projects.

The conservation of England's biodiversity is central to our Strategic Direction. We will work with Defra on the implementation of the England Biodiversity Strategy and we plan to take actions to ensure our core areas of biodiversity are robust and resilient in the face of climate change, with the connectivity necessary to allow for adaptation. The conservation and enhancement of our biodiversity is a partnership activity reliant upon the efforts of a wide range of organisations and individuals and we also have a key role in helping national, regional and local partnerships contribute to the delivery of 2010 target for halting Biodiversity loss.

A further tool to achieving landscape and wildlife conservation is through the suite of designations that we either manage directly or through partnership, such as National Nature Reserves, Areas of Outstanding Natural Beauty (AONBs) and National Parks. We will champion the implementation of the European Landscape Convention and seek to ensure the designation series provides a network of resilient well managed sites and landscapes. Our direction of travel on AONBs is to develop a more strategic partnership arrangement that ensures funding is efficiently channelled through the route that provides greatest flexibility around an agreed set of outcomes. For 2007/8 core funding for AONBs remains unchanged the remaining funding split between projects and the sustainable development fund.

We will seek to deliver the conservation and enhancement of landscape through working with our partners responsible for designated areas, through targeted activity for habitats and features at a landscape scale, work with partners such as English Heritage, Local Authorities and CPRE to ensure the cultural values and historic associations people have with places and landscapes are built in to our work and the delivery of actions across the outcomes from Environmental Stewardship to Green Infrastructure to planning casework.

Our delivery for a healthy natural environment will be underpinned by robust science, evidence and data to target our efforts appropriately and monitor effectiveness of delivery in achieving outcomes. Two key indicators will be the delivery of Defra's current PSA Targets for SSSIs and Farmland Birds. Achievement of the SSSI target will become increasingly challenging as we approach the 95% target in 2010 and will

require innovative solutions and partnership working, particularly with the Environment Agency and Forestry Commission, to address some of the outstanding challenges.

The State of the Natural Environment report will be an authoritative stock take of the data and evidence on our natural environment and will highlight and inform areas for future action.

We will work with Government, non-government organisations and parliament to promote a Marine Bill with teeth, including statutory marine protected areas, strategic planning of marine utilisation and protection, (and coastal access – delete?). We are also developing the survey and modelling information to identify important marine habitats and to inform dialogue with the industry, government and the EU on a real and lasting solution to sustainable management of the marine environment including maintaining sustainable fish stocks.

### **Outcome 1: Corporate Plan Targets and delivery activities within 2007/8**

**Objective 1.1 To conserve and enhance England's natural environment including the landscape, biodiversity, geology and soils, natural resources, cultural heritage and other features of the built and natural environment.**

#### **Three year target**

- **Develop and deliver an integrated customer service delivery model for land managers to provide streamlined access to the full range of specialist environmental management skills and programmes.**

#### **Delivery Activity 2007/8**

- Develop a single account management model for Natural England, working closely with the Rural Payments Agency, Forestry Commission, Environment Agency, National Parks and others to facilitate future alignment of activity.
- Roll out the model within Natural England so all existing customers have a named point of contact.

#### **Three year target**

- **Develop integrated landscape, access and biodiversity conservation targets and implementation plans for 9 of the Catchment Sensitive Farming Projects**

#### **Delivery Activity 2007/8**

- Draft landscape scale strategies developed for discussion in each catchment
- Revised strategies developed for implementation

#### **Three year target**

- **Lead the delivery of the Catchment Sensitive Farming Project to secure protection of the natural resource.**

#### **Delivery Activity 2007/8**

- Deliver project plan jointly with the Environment Agency within the 40 catchments

#### **Three year target**

- **Secure the alignment of existing integrated delivery projects to Natural England's wildlife, landscape and access outcomes and objectives**

#### **Delivery Activity 2007/8**

- Deliver existing projects and review and align their contribution to Strategic Direction

#### **Three year target**

- **Secure improvement in the condition of the natural environment and public access to it through conserving and enhancing the condition of England's biodiversity now and in the future.**

#### **Delivery Activity 2007/8**

- Quality baseline data and science to underpin biodiversity targets
- Delivering advice on the prioritisation and delivery of the revised targets in the England Biodiversity Strategy and play a leading role in its implementation
- Quantifying and delivering Natural England's contribution to targets in the England Biodiversity Strategy, including working closely with the Forestry Commission on delivery of open ground habitats.
- 90% of regional and local biodiversity partnerships assessed as meeting agreed delivery standards, review and agree future partnership funding
- Support the recovery of priority species and tackle threats posed by invasive non native species.
- Agree Regionally Important Geographical Sites implementation plans, and policies and practices to conserve and enhance geodiversity in the wider landscape.
- Mitigate effects of aggregate extraction on biodiversity, geology and landscape and provide affected communities with access, volunteering and health opportunities through the targeted use of the Aggregates Levy Fund

#### **Three year target**

- **Secure the conservation and management of our landscapes, wildlife and their enjoyment by the public through effective programmes for designated areas.**

#### **Delivery Activity 2007/8**

- Prioritise the designation work on Lake District and South Downs National Park boundaries,
- Allocate AONB funding and confirm approach for 2008/9, with 80% AONB partnerships meeting core service standards
- Undertake notifications and boundary changes to SSSIs
- Efficient and effective ongoing management of National Nature Reserves
- Maximise the public benefits from Common Land

#### **Three year target**

- **PSA Target: 95% of SSSI's in favourable condition by 2010**

#### **Delivery Activity 2007/8**

- 83% of the SSSI area to be in favourable or recovering condition
- Facilitate partnerships and develop innovative solutions/remedies to address outstanding issues
- 90% of National Nature Reserves to be in favourable or recovering condition
- Maintain 6 year cycle of condition assessments
- Agreed approach with Defra Flood Management Division and the Environment Agency to estuarine flood management to restore water and wetland SSSIs subject to "coastal squeeze" to favourable condition.
- Manage SSSI consents to achieve favourable condition

### **Three year target**

- **PSA Target: Reverse the long term decline in the number of farmland birds by 2020.**

#### **Delivery Activity 2007/8**

- Evaluate the effectiveness of Agri-environment schemes in contributing to this target
- Ensuring there is a robust evidence base on the distribution of key farmland species, the reasons for decline of farmland birds and measures needed to facilitate recovery.

### **Objective 1.2 To conserve recover and enhance the marine environment**

#### **Three year target**

- **Build on the success of the State of the Marine Environment report by publishing a State of the Natural Environment Report.**

#### **Delivery Activity 2007/8**

- Publication of the report

#### **Three year target**

- **Establish a coherent network of marine protected areas (MPAs) by 2012.**

#### **Delivery Activity 2007/8**

- Campaign to raise awareness and understanding of the importance of a healthy marine environment
- Respond to the Marine White Paper and influence key aspects of the development of the Marine Bill.
- Complete a programme of marine survey to inform the development of habitat maps.
- Maximise the value of existing MPAs and build support for an agreed approach to the establishment of future MPAs
- Develop our understanding of marine ecosystems and biodiversity and develop a marine fish index as an indicator of marine health

**Outcome 1 Case studies: Partnership HLS /ELS or linking SSSI with access, Isc benefits eg forestry restoration and Lundy MPA (from video)**

**OUTCOME 2 ENJOYMENT OF THE NATURAL ENVIRONMENT – MORE PEOPLE ENJOYING, UNDERSTANDING AND ACTING TO IMPROVE, THE NATURAL ENVIRONMENT, MORE OFTEN.**

#### **Why we are doing it**

- Because interaction with the natural environment improves wellbeing.
- So that the natural environment is properly and fully valued
- To encourage people to actively care for the natural environment

#### **Where are we now:**

- The Campaign to raise awareness and understanding of the importance of the environment for healthy living has been launched.

- The 2005 English Leisure Visits survey report was published in December, interestingly it is showing the overall number of people taking trips has fallen and those who take trips are doing so less often.
- Advice has been provided to Ministers on a balanced approach to delivery of improved access to the Coast.
- New initiatives have been scoped and planned for 2007/8 for example a web-based information product to promote opportunities for people to experience and enjoy the natural environment.

### **What we are seeking to achieve 2007-2020:**

Providing opportunities for all to benefit from the natural environment is fundamental to Natural England's purpose, we have therefore identified three major objectives for this outcome; increasing the number, diversity and frequency of people enjoying the natural environment, increasing understanding and ability to take action for the natural environment and improving the places for people to enjoy the natural environment. We have identified priority actions under these three themes.

We recognise that there are many organisations and individuals involved in the provision of access opportunities and that we need to work closely with others, particularly local authorities and the voluntary sector.

We need to provide a strong evidence base to underpin our work in this area on both the opportunities available, what people are seeking and the barriers they face, and the benefits (social and economic) of access to the natural environment, we also need to provide leadership in these areas to ensure coordination and compatibility of data sets.

We need to influence and advise Government at all levels to create the understanding, enthusiasm and policies needed to improve access to the natural environment. We also need to measure the effectiveness of existing activities and challenge others on their contribution to this agenda.

We need to act nationally, regionally and locally as facilitators of action, building partnerships and finding solutions and empowering others to deliver. However, we also need to take direct action to demonstrate best practice and pilot new approaches, not least on our own estate.

We need to reflect the diversity of people, their interests and familiarity with the outdoors and build this in to all our work, through trained and knowledgeable staff and championing Defra's Diversity Review 'Outdoors for All'. We also need to develop an understanding and demonstration of best practice in providing opportunities for those with low access living in deprived communities, through a targeted programme of action in each region.

Obesity and physical inactivity cost the country £11b per year. Natural England will champion preventative health solutions in the natural environment, with our objective to promote the provision of accessible greenspace within 300m of every home, which will be piloted in London Region this year. We are also helping facilitate people getting out into the natural environment through the Walking your way to Health Initiative and are also working with partners in the public, voluntary and health

sectors to campaign to ensure the benefits of the natural environment for health are recognised and promoted by Government and health professionals.

Joined up information sources that make use of the latest technologies are important to enabling people to find out about opportunities and make best use of their time, we are seeking to work with others to develop a web based information product to make this possible. We also need to explore, with others such as National Parks and Sustrans, the most sustainable ways for people to access areas for nature based tourism.

Ensuring there are opportunities for young people to learn about and become involved in understanding and connecting with the natural environment is something we will seek to achieve through working with the voluntary bodies, the Department for Education, and education authorities to ensure every child has the opportunity to experience nature and the outdoors by mainstreaming learning in and about the natural environment in schools.

We also need to ensure that people who want to contribute to conserving and enhancing the environment and making it accessible to people have opportunities to contribute their time and skills (eg legal, accountancy, marketing) to helping make this happen. We need to work with partners to create the opportunities, and with employers to develop an understanding of the benefits of releasing people to contribute their skills in another context and in the process enabling their organisation to contribute to the environment.

A flagship activity for this corporate plan period will be action to improve coastal access and doing this in a way that demonstrates how access, landscape and wildlife benefits can be delivered in an integrated way. Natural England has provided advice to Defra on how this might be achieved. Following consultation in 2007/8, and agreement on a way forward, we will develop a ten year implementation plan.

Our work on statutory rights of access takes a number of forms from the open access rights on mountain moor and heath to supporting Highway Authorities on Rights of Way Improvement Plans and the maintenance and creation of National Trails. To ensure access provision is coordinated, relevant, high quality and meets local needs we will work closely with Local Access Forums in the delivery of statutory rights of access.

There are contributions to achieving public enjoyment outcomes under the Aggregates levy Fund and integrated projects in Outcome 1 and in Outcome 3 we have the substantial contribution to permissive and educational access achieved through agri-environment schemes.

## **Outcome 2: Corporate Plan Targets and delivery activities for 2007/8:**

### **Objective 2.1 Increase the number, diversity and frequency of people enjoying the natural environment.**

#### **Three year target**

- **Develop a programme for the most deprived communities in each Region to increase opportunities to experience the natural environment by groups of people who currently have low access**

#### **Delivery Activity 2007/8**

- Delivery plans in place in each region and preparation for implementation

- Implement Natural Environment for All (Lottery) scheme to increase opportunities for disadvantaged communities to experience the natural environment.
- Baseline data, best practice development, monitor impacts and influence national frameworks

**Three year target**

- ***Ensure the implementation of all our work for people reflects an understanding of diversity***

***Delivery Activity 2007/8***

- *Champion best practice from Defra's Diversity Action Plan: Outdoors for All*
- *Ensure understanding of diversity is built into all our work through trained, knowledgeable and diverse staff*

**Three year target**

- **Establish baseline data on access to the natural environment.**

**Delivery Activity 2007/8**

- Review and agree future methodologies with partners for assessing engagement with the natural environment
- Review and agree future methodologies with partners on assessing available greenspace
- Identify gaps in existing datasets and develop research and monitoring to address

**Three year target**

- **Promote preventative health solutions in the natural environment**

**Delivery Activity 2007/8**

- Maintain Walking the way to Health Initiative and develop exemplar sustainable Green Exercise projects in partnership with Local Authorities and NHS
- Campaign to raise awareness and understanding of the importance of healthy living and increased understanding and prescribing of access to the natural environment.
- Continue to build the evidence base for the link between health and the environment, create a 3 year research agenda
- Work with the NHS on availability and suitability of regional outdoor exercise schemes
- Influence local regional and national policies and programmes to reflect the potential of the natural environment to provide health benefits

**Objective 2.2 Increase everyone's understanding of, and ability to take action for, the natural environment.**

**Three year target**

- **Seek joint venture partners to develop a dynamic web based information product, promoting the full spectrum of opportunities and activities available for people to experience and enjoy the urban and rural natural environment.**

**Delivery Activity 2007/8**

- Scoping and feasibility studies for 'Outdoors on Line'

- Plan the development of pilots and implementation

### **Three year target**

- **Establish a national partnership to promote and develop a network of sites for the study and understanding of the natural environment**

#### **Delivery Activity 2007/8**

- Work with partners to coordinate and promote the full range of study sites, including our own facilities
- Contribute strategically to DfES Outdoor Education manifesto to ensure natural environment issues are included in the national curriculum and wider education
- Work with partners to encourage natural environments in school grounds
- Plan the nature of our future engagement in education

### **Three year target**

- **Increase the number and diversity of people volunteering their time to help conserve and enhance the natural environment by 5%**

#### **Delivery Activity 2007/8**

- Define the types of volunteering and establish how to measure
- Establish partnerships with stakeholders involved in volunteering
- Baseline information on existing volunteering across the partnerships, and the volume and nature of demand
- Baseline and set an annual volunteering target for Natural England

### **Three year target**

- **Develop a plan to reduce the transport impact of nature-based tourism.**

#### **Delivery Activity 2007/8**

- Complete initial analysis of issues and opportunities
- Plan pilot approaches

### **Three year target**

- **Develop a new level of service framework for visitors to individual National Nature Reserves to both increase the level of protection and make visits easier for a wider cross section of the public.**

#### **Delivery Activity 2007/8**

- Develop a new service framework that will enhance visitor experience in NNRs

## **Objective 2.3 Improve places for people to enjoy the natural environment**

### **Three year target**

- **Work towards ensuring accessible natural space within 300m (or 5 mins walk) of every home in England for exercise relaxation and wellbeing. Pilot a new programme in the London Region to connect people to the natural environment and deliver the “Access to Natural Greenspace Standards.”**

#### **Delivery Activity 2007/8**

- Deliver improvements in accessibility in London region through ten exemplar projects and evaluate the London programme

- Devise a consistent national assessment framework for Access to Natural Greenspace Standards (ANGST), draw lessons from existing regional work

### **Three year target**

- **Advise Government on the best way of improving access to the coast, assist in the public consultation and lead subsequent implementation.**

#### **Delivery Activity 2007/8**

- Support Defra in public consultation
- Preparation for subsequent implementation

### **Three year target**

- **Improve facilities and services for visitors at particular National Nature Reserves through partnerships with the business sector.**

#### **Delivery Activity 2007/8**

- Identify and agree a list of sites and facilities to improve visitor services
- Identify potential business partners
- Plan the delivery of targeted improvements

### **Three year target**

- **Develop and implement a programme to improve the condition of National Trails and Bridleways.**

#### **Delivery Activity 2007/8**

- Identify an agreed programme of maintenance
- Complete and open the Cotswold Way
- Explore options for securing funding for the northern section of the Pennine Bridleway

### **Three year target**

- **Ensure the provision of a well managed access through the network of statutory sites and routes.**

#### **Delivery Activity 2007/8**

- Realise the benefits of open access right and related measures introduced by the CRow Act
- Review policy and delivery strategy for Lost Ways
- Partnerships to support Rights of Way Improvement Plans with 30% of Highway Authorities in each region.

### **2 x Case studies**

A Natural Estate – making space for nature on housing estates – guidance prepared by Neighbourhood Green (Partnership – Natural England, Peabody trust, Notting Hill Housing Association and Cabe Space) launched Feb.

National Trail delivery SW region

## **OUTCOME 3 SUSTAINABLE USE OF THE NATURAL ENVIRONMENT – THE USE AND MANAGEMENT OF THE NATURAL ENVIRONMENT IS MORE SUSTAINABLE**

Why we are doing it:

- So that the use of the land, freshwaters and seas does not compromise the natural environment.
- So that development can occur in a manner which protects and enhances the natural environment.

**Where are we now:**

- 3, 869 million hectares (*update figure to reflect likely end March sitn*) of England's total agricultural land is under Environmental Stewardship at end December 2006, just over 70% of the target area for 2007.
- The delivery of existing programmes is on track, statutory obligations on wildlife licensing and other regulatory work is being met to deadlines and standards required. An inherited backlog of case work on planning and impact of development on European sites has been cleared.
- Advice programmes on cross compliance and farm demonstration are on target for delivery.
- The Strategic Direction target on delivery of work with the China Clay industry to create 380ha of new native woodland in the South West is close to being delivered.

**What we are seeking to achieve 2007-2010:**

The future of farming and the future of the environment are inextricably linked, the conservation of the natural environment in rural England depends on the continued expansion of many good agricultural practices, which in turn depend upon the long – term financial viability of agriculture.

A new contract between society and land managers is required where land mangers can see themselves as guardians of the environment and society willing to pay for these 'public goods'

Land management should be about achieving a sustainable relationship between our needs for food, energy, carbon management and water whilst allowing natural systems such as floodplains to function, and maintaining landscapes rich in wildlife for us all to enjoy.

Natural England will campaign and work with partners to help highlight the public benefits and ecosystem services that are delivered through environmental land management and how these are influenced through public funding and consumer activity.

We will also seek to provide recognition and incentives for managing land in ways to benefit the environment and provide advice on techniques and best practice, seeking to ensure advice is integrated and where possible seeks to demonstrate how multiple benefits can be derived through appropriate management ie agricultural production and wildlife, landscape and water quality benefits, floodlands that deliver wildlife and landscape enhancement

We are entering a new Rural Development Programme for England (RDPE). The levels of funding remain uncertain but are likely to be significantly less than what

would be required to deliver on its full range of objectives, we are therefore committed to working with others and developing the data and information to ensure that funds are targeted precisely at delivering maximum environmental benefit in an integrated fashion and working with Defra on the policy review of Environmental Stewardship following its first two years of operation. In the longer term we are seeking to influence reform of the CAP including the progressive transfer of funds from Pillar 1 to Pillar 2.

We are clear, however, that public funds should not be used to pay land managers to stop polluting or damaging the natural environment and public funds should not be used to subsidise or substitute for proper environmental regulation. We are responsible for a number of regulatory and licensing activities and we are committed to delivering these in an integrated fashion, clearly and consistently and in line with Hampton principles and Better Regulation agenda, taking action promptly but mindful of the need to help find solutions to any real problems and practical difficulties people find when seeking to comply. We will also work closely with others such as Environment Agency, Forestry Commission and Rural Payments Agency to improve the join up between our regulatory activities.

The above applies equally to the marine environment where we need to highlight the most beneficial and most damaging practices as the basis for advice on sustainable management.

There are many competing demands on our land from a range of uses, including development, energy, transport as well as food and environmental goods. We need to be influencing the plans policies and strategies at European, national, regional and local level that will determine the balance between these demands, to ensure that the benefits and services provided by the natural environment are understood and incorporated as well as the need to plan to mitigate and adapt to climate change. We have highlighted the most significant areas for engagement at each level.

Direct engagement with business is also a critical part of our agenda to work together on sustainable solutions that means not all environmental management is dependant on public or voluntary sector action, for example working with House Builders to ensure quality design reflecting the landscape and incorporating wildlife and water management features as well as accessible greenspace and walking and cycling routes is built in to development.

### **Outcome 3 Corporate Plan Targets and delivery activities for 2007/8:**

**Objective 3.1 To improve the quality of environmental land and sea management through the development and adoption of sustainable practices, taking account of the impact of climate change.**

#### **Three year target**

- **Secure improvement in the condition of the natural environment and public access to it: 60% of England's Total Agricultural Area should be subject to Environmental Stewardship Agreements.**

#### **Delivery Activity 2007/8**

- uptake targets for ELS (5,520,000ha) HLS (200,000ha) and OELS (340,000ha), revised targets to be confirmed within one month of RDPE approval
- efficient and timely administration of all agri-environment schemes meeting service standards while maximising environmental outcomes.

### **Three year target**

- **Secure a stronger suite of environmental outcomes through the new Rural Development Programme (RDPE) for England.**

#### **Delivery Activity 2007/8**

- Influence the funding of RDPE secure funds to maintain and expand environmental outcomes through RDPE
- Developing a targeting strategy to meet new RDPE requirements and a spatial approach to targeting for 2008
- Work with Forestry Commission and Regional Development Agencies to ensure integrated RDPE Regional Implementation Plans are in place
- effective transition management of customers from ERDP to RDPE
- work with Defra on the policy review of Environmental Stewardship and RDPE in the uplands

### **Three year target**

- **Land, Freshwater and Marine Managers supply environmental goods and services through: Incentives – recognising achievement and innovation**

#### **Delivery Activity 2007/8**

- Campaign to ensure the benefits of good land management practice are recognised by the public
- Deliver an innovation awards scheme

### **Three year target**

- **Land, Freshwater and Marine Managers supply environmental goods and services through: Advice – increasing the take-up of sustainable land management practice through integrated and consistent advice and demonstration**

#### **Delivery Activity 2007/8**

- Demonstration of good practice both on our own sites and through others
- Quality, balanced advice in promotion materials and from staff and partners
- Coordinated and targeted programmes of funded advice
- Identify the future needs and model for our farm advice and demonstration

### **Three year target**

- **Land, Freshwater and Marine Managers supply environmental goods and services through: Regulation – encouraging wider understanding and adoption of codes and legislation resulting in fewer breaches**

#### **Delivery Activity 2007/8**

- Advise on and undertake our statutory obligations for wildlife management to service standards
- Provide advice on and enforce the provisions of the Weeds Act
- Advise on and undertake our statutory obligations for the enforcement of the Heather and Grass Burning Code
- Advise on and undertake casework on over grazing to service standards
- Advice on proposals under the environmental Impact regulations

**Objective 3.2 To encourage environmentally sustainable farming, fishing and forestry to protect resources and enhance the environment together with**

**influencing markets and supply chains to develop and adopt more sustainable practices and cut greenhouse gas emissions.**

**Three year target**

- **Publish a report highlighting the most beneficial and damaging land and marine management practices for each sector.**

**Delivery Activity 2007/8**

- Publish the report
- Promote the findings to target audiences through incentive regulation and advice work above

**Three year target**

- **Work with farmers and the food industry to promote the connection between sustainable food production and the natural environment**

**Delivery Activity 2007/8**

- Produce internal analysis on connection between sustainable production and environmental outcomes, and identify the opportunities for strengthening the relationship

**Objective 3.3 Secure commitment to natural environment goals in EU, national, regional, local and sectoral policies and strategies.**

**Three year target**

- **Secure commitment to environmental goals in the development and implementation of EU and national policies and strategies**

**Delivery Activity 2007/8**

- EU Structural Funds leveraging maximum benefit and action for the environment
- Influencing Local Government White Paper to secure Local Authority action on our objectives
- Influencing to ensuring there is action on both mitigation and adaptation in the Climate Change Bill
- Implementation of the European Landscape Convention
- Influencing the Planning White Paper to ensure the planning system takes full account of ecosystem services, opportunities for people to access the natural environment and the cumulative impact of development
- Influencing national and European Maritime strategies and policies
- Work with the Forestry Commission to develop the delivery plan for the England Forestry Strategy
- Responses to other EU and national policies and strategies, including the implementation of the Water Framework Directive and development of a Soil Strategy for England

**Three year target**

- **Ensure a strong and regionally focused set of environmental outcomes are embedded and delivered in regional and local frameworks and strategies.**

**Delivery Activity 2007/8**

- Influence and support the following to secure action to benefit the environment (particularly through showing how the environment contributes to

social and economic development): Government Office, Regional Development Agencies, Regional Assembly Strategies eg Sustainable Food and Farming Strategy, Regional Economic Strategies, Modernising Rural Delivery - Delivery Frameworks, Rural Affairs Forum, EU Structural Funds, Sustainable Development Round Tables/Framework, Regional Spatial Strategies.

- Work closely with Defra family delivery partners to support each other in pursuing maximum environmental outcomes for the region eg Environment Agency and Forestry Commission on Regional Forestry Frameworks, River Basin Plans, PR09 – water pricing, Water Framework Directive, Flood Risk and Coastal Plans.
- Working closely with Defra family partners as above, to influence local plans and strategies through working with sub regional local government and quasi government bodies, Local Area Agreements, Local Strategic Partnerships, Leader Groups, Lottery frameworks and others.
- Ensure a strong linkage between national policy development and the delivery of policy guidance at regional and local level including the development of a toolkit for use in regional policy delivery

### **Three year target**

- **Develop and implement an integrated and consistent response framework to case work for the benefit of the environment.**

#### **Delivery Activity 2007/8**

- Discharge our statutory duties on planning applications and other statutory consultations integrating our wildlife, landscape and access advice
- Provide advice on impacts of development on European sites
- Advice on mineral and water abstraction and waste proposals.

**Objective 3.4 To increase investment in environmental enhancement and thereby the contribution of the natural environment to national regional and local economies.**

### **Three year target**

- **Pilot new business partnership programmes to create new habitat and enhance the landscape in priority areas.**

#### **Delivery Activity 2007/8**

- Identify and coordinate existing and future business partnership programmes
- Explore mechanisms for creating an investment fund to provide sustainable support to environmental and access projects
- Work with DCLG and partners to develop and pilot Greenspace Stewardship
- Work with Port Authorities towards establishing 200 ha of intertidal habitat
- Work with the china clay industry in South West England to complete the creation of 380 ha of new native woodland.
- Regional targets for work with house builders in Growth Areas to accelerate the adoption of the Accessible Natural Greenspace Standards

**2 x Case Study** – Great Fen and North West Natural Economy project with RDA

**OUTCOME 4 A SECURE ENVIRONMENTAL FUTURE – DECISIONS WHICH COLLECTIVELY SECURE THE FUTURE OF THE NATURAL ENVIRONMENT.**

Why we are doing it:

- Because the factors that affect the natural environment are complex and changing rapidly.
- To ensure the information and evidence is available to anticipate and plan for major changes that will affect the natural environment
- To ensure that the value of the natural environment is factored into decision making
- To improve the natural environment through well planned social and economic development.

**Where are we now:**

The four Joint Character Areas for assessing the impact of climate change have been selected: The Broads, Dorset Downs, Cranborne Chase, and the Shropshire Hills. A methodology for determining baseline condition and measuring change has been established.

A workshop has brought together science and policy specialist from Natural England, universities, research institutes and government departments working on the role of land managers as carbon managers to start to build the evidence for this work.

Existing evidence on the state of the environment is being drawn together and plans developed on how we will deliver our work on environmental futures.

**What we are seeking to achieve 2007-2010:**

Outcome Four is all about environmental choices for the future, we need robust data and evidence on the current state of the environment and the trends and risks it faces as well as using futures techniques to identify potential issues and responses. We also need to be in a position to identify clear quantified outcomes for the natural environment, and leading work on public understanding and debate of the issues likely to impact on a secure future for the natural environment.

We have several strands of activity to inform the above, including using existing data and futures work, drawing together projects and partnership initiatives that will help inform future options as well as considering the most appropriate approach to understanding how changes impact on our landscapes and hence the cultural associations that people have with the very varied landscapes of England. We also need to build our evidence around the economy and the environment.

We have identified a number of sectors where we need to develop a clear view from Natural England's perspective about what is needed in future, undertaking analysis, defining what is required to ensure we deliver a secure environmental future and building consensus around a future approach.

There are also some immediately recognisable pressures on our future environment that we address here:

Climate Change poses the most serious long term threat to England's natural environment. We are focusing on two main areas;

- Natural England to be a recognised leader in developing and implementing climate change adaptation strategies for the natural environment

- Contributing to mitigation of greenhouse gas pollution through both land use and management and Natural England's own operations.

Within the context of the above policy approach we have specific projects to consider the impacts of climate change in four joint character areas and producing a report on the role of land managers as carbon managers. We will work with Government, research institutions, land, freshwater and marine managers and other partners to facilitate an integrated analysis and debate about the direct and indirect impacts of climate change on the natural environment.

We will also work on the facilitation of the investment in clean energy. We need to work closely with the Energy sector, industry, land managers, Regional Development Agencies the Forestry Commission and local authorities to accelerate the uptake of low carbon energy technologies in appropriate locations

Another pressure on our future environment is development taking place in Growth Areas and Growth Points. We, together with partners such as Forestry Commission and the Environment Agency, need to work with Government and Planning Authorities to embed Green Infrastructure and take account of climate change. We are also intending to develop and pilot a framework for assessing the cumulative impact of development upon the natural environment.

We need to engage with people around this agenda, part of this will be around a view of our future environment, but we also need to ensure there is opportunity for real and tangible engagement and action at local level hence our involvement in developing and delivering local community projects linked to the BBC's Breathing Places series, and bidding for lottery funding to provide opportunities for greater access to the environment. We are also seeking to identify the type of actions people might take in the everyday lives to benefit the natural environment and appropriate communication channels for such messages.

#### **Outcome 4: Corporate Plan Targets and delivery activities for 2007/8:**

##### **Objective 4.1 Engage public and specialist audiences in debating what our future natural environment should be like**

###### **Three year target**

- **Bring together evidence about the current and future state of the natural environment and the risks and potential responses.**

###### **Delivery Activity 2007/8**

- Bring together existing data sets on the current state of the natural environment and identify gaps
- Using futures and horizon scanning techniques and engagement with partners to identify future opportunities, threats and potential responses
- Deliver and integrate the lessons from existing regional and national futures projects into a programme to inform Natural England's futures work eg Water and Wetlands project
- Use Countryside Quality Counts to develop an efficient and effective approach to monitoring landscape change
- Develop individual sector strategies around our future approaches to: Designations, Biodiversity including a strategic view of climate change adaptation, Recreation, and:
- A Natural England vision for the future of CAP and agriculture post 2013
- PR09 providing advice to the Environment Agency and Water Industry to secure significant investment in water quality and the environment

### **Three year target**

- **Establish green infrastructure strategies in all of England's Growth Areas.**

#### **Delivery Activity 2007/8**

- Exemplary green space in place in all growth areas
- Green infrastructure strategies in the 29 growth points.

### **Three year target**

- **Influence and shape marine spatial planning to protect the natural environment and support viable businesses.**

#### **Delivery Activity 2007/8**

- Work with Defra and others to develop an agreed marine planning policy framework
- Analysis of existing data and information to inform our understanding of the current situation and underpin our work on marine planning issues

### **Objective 4.2 Increase the ability of the natural environment to adapt to climate change and contribute to greenhouse gas pollution reduction**

### **Three year target**

- **Assess the impact of climate change in 4 Joint Character Areas and develop a climate change response programme.**

#### **Delivery Activity 2007/8**

- Develop evidence of potential climate change impact ready for discussion
- Campaign to raise awareness of the impact of climate change on the natural environment

### **Three year target**

- **Publish a report on how to enhance the role of land managers as carbon managers.**

#### **Delivery Activity 2007/8**

- Data and evidence on the relationship between land management and carbon management
- Report on how to enhance the role of land managers as carbon managers

### **Three year target**

- **Facilitate increased investment in the generation of clean energy in appropriate locations**

#### **Delivery Activity 2007/8**

- Working with others to draw together maps of resource against environmental constraints for wind energy, biomass and energy crops to understand possible categorisation of opportunities and environmental limits
- Develop and pilot criteria and design principles for wind, biomass and energy crops developments, including a clear framework for the biodiversity and landscape impact of energy crops.
- Agreed Energy Crops successor scheme and uptake targets (to check re delivery)
- Regional project on sustainable development in the Severn Estuary

- Work with Regional Development Agencies, Environment Agency and Forestry Commission to make best use of opportunities arising to produce energy from farm waste and wood
- Develop our energy policy position

**Objective 4.3 Ensure that future threats to the natural environment and opportunities for environmental improvement are identified and acted on.**

**Three year target**

- **Develop and pilot a framework for assessing the cumulative impact of development on the natural environment.**

**Delivery Activity 2007/8**

- Agreed project plan to develop and pilot a framework

**Objective 4.4 Ensure society lives within the limits of the natural environment, growing and developing the evidence base to support this.**

**Three year target**

- **Develop and deliver a programme of local community projects linked to the BBC *Breathing Places* series, to provide an opportunity for people to take local action to conserve and enhance their environment.**

**Delivery Activity 2007/8**

- Support Springwatch 2007 broadcast series and Breathing Places National Cities Event
- Support the saving Planet Earth series
- Support the Nature of Britain series
- Support the Autumn Watch series

**Three year target**

- **Lead the development of a lottery funding bid to establish a new programme to improve access to the natural environment.**

**Delivery Activity 2007/8**

- Secure Lottery Funds for access to the natural environment

**Three year target**

- **Develop evidence to identify the day to day activities in the way we live our lives where changing how we do things could have the greatest benefits for the natural environment.**

**Delivery Activity 2007/8**

- Evidence and preliminary analysis to identify consumer trends and aspects of lifestyles impact on the natural environment
- Identify potential communications vehicles for securing behavioural change
- South West pilot on Natural England's contribution to One Planet Living.

**2 x Case study** – Climate Change JCAs/ green infrastructure or Land Managers as Carbon Managers

**Summary of Reports to be published in 2007/8**

*To follow*

## **OUTCOME 5 NATURAL ENGLAND WILL BE A DISTINCTIVE PUBLIC BODY COMMITTED TO PEOPLE AND THE ENVIRONMENT.**

Natural England will strive to;

- Be independent and trusted
- Build consensus and lead opinion
- Be a catalyst for others and take action ourselves

Natural England will implement a range of programmes that will build and maintain a dynamic and innovative organisation.

In the initial months of Natural England's existence the focus on a new Strategic Direction, a new staff framework and management arrangements and new policies and business processes have ensured that Natural England feels new and distinctive, while ensuring sufficient stability to achieve the transition from the founding bodies and continuity in the delivery of major programmes. However, there is a need to ensure that Natural England's approach and thinking is systematically embedded in all our actions, and to achieve this a Transition Programme has been developed for roll out over the next two years.

The vision for the Transition Programme is that it will identify and deliver the key activities which will help Natural England to feel and present itself both internally and externally as a single entity, with fully integrated delivery, and its own unique behaviours and culture. It will help staff to be proud of the organisation they work for, and give confidence that we are sustainably developing the people and business processes we need to take Natural England forward.

The programme will have three strands.

- Identity and culture
- Leadership and staff development
- Creating one organisation

The rationale is that: **Identity and culture** delivers values, **leadership and staff development** delivers skills and behaviours, and **one organisation** delivers the hard-wiring of systems, structures and efficiencies.

**5.1 Our leadership** – Natural England staff will be recognised and in demand for their leadership at all levels.

We are developing proposals for an integrated Leadership and Staff Development Programme; this will include leadership training, coaching and development for all levels of the organisation - from the Natural England Board, the Executive Board down to Team Leaders. There will be specific targets within this, including one for all staff to undergo Natural England ways of working and knowledge sharing session in 2007/8.

**5.2 Our people** – People in Natural England will understand what the organisation stands for, and will be passionate and committed to its purpose. People will feel confident and supported in the development of the knowledge, skills and abilities needed for outstanding service delivery.

One of the most critical elements of the Transition Programme will be the introduction of a performance management framework which enables strategic and corporate plan targets to be translated into individual performance agreements in 2007/8. This will substantially develop the use of feedback (giving and receiving) in the organisation, and form the central plank of our training and development work in the short-term.

**5.3 Our knowledge** – we will establish which knowledge we need to do our business, what we have, and where the gaps are. We will define the five year vision for our knowledge strategy and a one year implementation plan. We will also develop organisational policy on what it means to be an evidence-based organisation.

**5.4 Our communication** – our passion for the environment will be reflected in our communication, which will be plain speaking, objective and focused on shared outcomes. Our communication will support open dialogue with our partners and stakeholders.

We will build on our strong foundations to develop communications functions and processes fit for our new common and shared purpose as an organisation. This will include implementation of our communications strategy and work on our capacity and capability, internal communication and a press and media strategy to enhance public profile. We will establish a baseline of stakeholder views, and a strategy for engagement with them – and also develop new and innovative ways of conducting dialogues with staff.

**5.5 Our systems** – we will establish a single integrated business model for Natural England, supported by affordable technologies and efficient processes which enable us to deliver better services to the public.

We will begin to develop an overarching framework for Natural England business processes: creating new processes, and corporate consistency and understanding, so that all staff are confident in our ways of working.

**5.6 Our finances** - The priority here is to create a medium-term financial strategy which fully reflects our strategic direction, and enables us to a) negotiate funding from a position of confidence with Defra, b) work optimally with our delivery partners, and c) develop a culture of internal efficiency which also actively embraces opportunities for commercial ventures.

**5.7 Our efficiency** – we will meet the Government’s efficiency targets for the establishment of Natural England.

**5.8 Our sustainability** – we will lead by example in adopting good environmental management and sustainable practices.

We will move forward on measures to halve our greenhouse gas emissions by 2010, supported by developing a framework for environmentally friendly ways of working, and an internal network of environmental management co-ordinators

**5.9 Our regulation** - We will develop a comprehensive picture of our current regulatory activities a vision for future regulation, and a regulatory improvement plan by September 2007. We will also pursue opportunities to collaborate with partners in the development of shared regulatory processes.

## **Case Study – Partnership Working eg Mineral Valleys and Carbon Accounting?**

### **SUMMARY OF RESOURCES**

Funding for work carried out on behalf of Government is supported by grant-in-aid from Defra. Our total expenditure in 2007/8 of £218.175m comprises:

- £169.593m core GIA from Defra
- £25.132m (figure currently being confirmed) of ring-fenced allocations from Defra including Catchment Sensitive Farming and Aggregates Levy Sustainability Fund
- £12.4m additional cover for what was previously RDS corporate services
- £6m allocation for Information Technology from the Defra pot
- £550k additional capital for estates rationalisation
- £4.5m (current estimates) external funding including lottery and European Funding

### **Efficiencies**

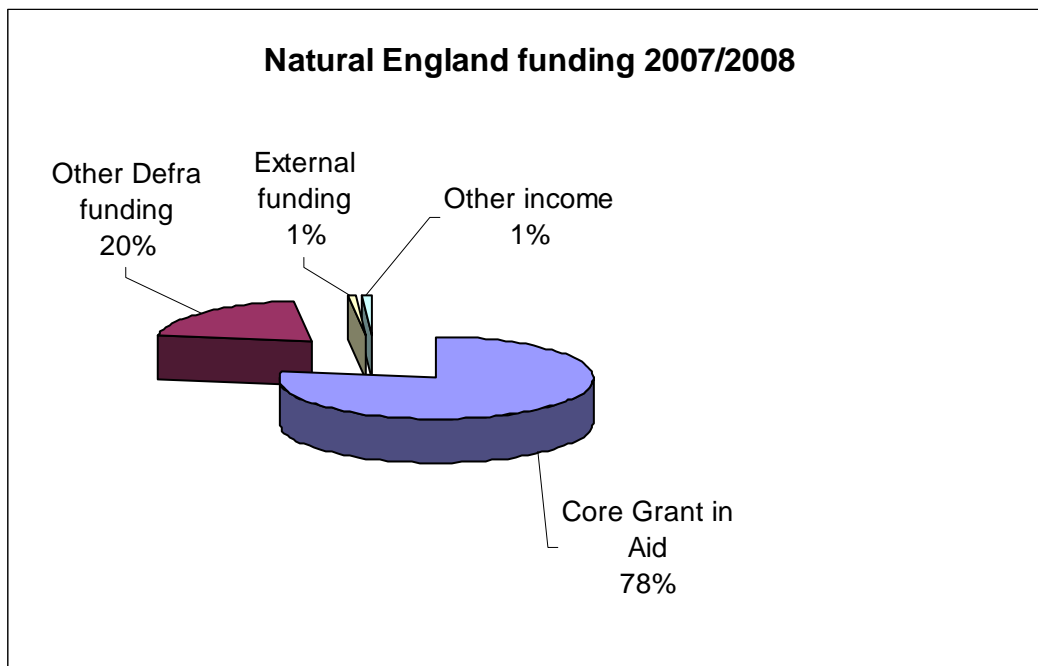
As a body spending public money, we need to use our resources wisely and operate cost effectively. We will meet the Government's efficiency targets for the establishment of Natural England and over the next three years we will deliver annual efficiency savings of 2.5% and generate cash savings of £15.5m.

We will streamline the way we do things, to make them better and more cost effective by:

- Rationalisation of our accommodation from 59 to 42 offices to improve staff integration, reduce our carbon footprint and reduce running costs.
- Provide more efficient support services in Finance, Human Resources and communications.
- Modernising our regulatory practices through closer integration of farm inspections, more effective relationships with partners with better use of technology and more efficient Scheme processing.
- Better procurement with a target to secure 3% savings on our annual procurement budget by 2010.
- Benchmarking our work so that we can become more cost effective
- Identifying and implementing innovative ways of changing our business processes, so improving value for money to our customers, stakeholders and the natural environment
- Improving our programme and project management so that we get better returns on our investments in new assets, techniques and business change
- Developing the skills of managers and staff to identify, analyse and make improvements.
- Increasing our efforts to influence and access external sources of funding from Government, European Commission and the National Lottery
- identifying, working with and building stronger relationships with partners to support externally funded projects which deliver Strategic Direction Targets.

## Funding Sources

Source	2007/08	2008/09	2009/10
	Budget - £'000	Plan - £'000	Plan - £'000
<b>Core Grant in Aid</b>	169,593	169,593	169,593
<b>Other Defra funding</b>	44,082	44,082	44,082
<b>External funding</b>	2,000	2,000	2,000
<b>Other income</b>	2,500	2,500	2,500
<b>Total</b>	<b>218175</b>	<b>218175</b>	<b>218175</b>
<b>Plus ERDP funds delivered on behalf of Defra</b>	341, 000	341, 000	341, 000
<b>Total</b>	<b>559,175</b>	<b>559,175</b>	<b>559,175</b>



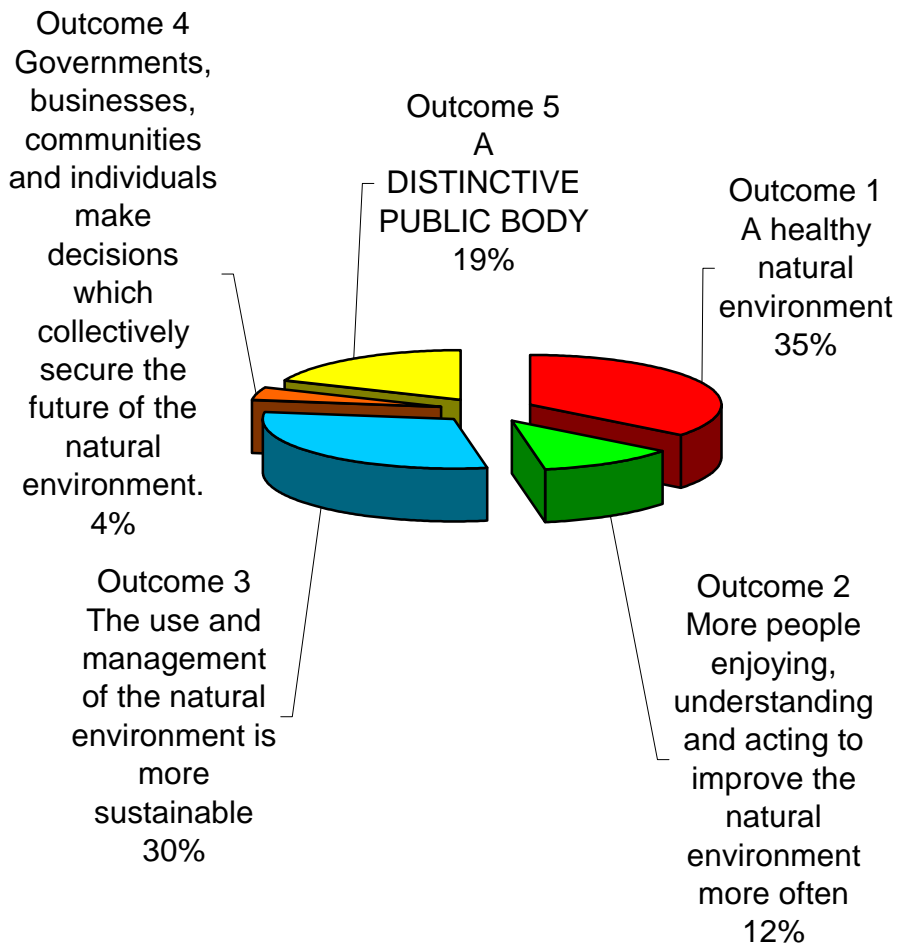
**Natural England GIA Resources by Outcome and Objective (resource is total expenditure including the cost of staff time)**

<b>Objective</b>	<b>2007/08</b>	<b>2008/09</b>	<b>2009/10</b>	<b>Comment</b>
<b>Outcome 1 A healthy natural environment</b>	<b>76,175</b>	<b>76,175</b>	<b>76,175</b>	
1.1 To conserve and enhance England's natural environment -	72,038	72,038	72,038	
1.2 To conserve, recover and enhance the marine environment.	4,137	4,137	4,137	
<b>Outcome 2 More people enjoying, understanding and acting to improve the natural environment more often</b>	<b>24,931</b>	<b>24,931</b>	<b>24,931</b>	
2.1 Increase the number, diversity and frequency of people enjoying the natural environment	5,906	5,906	5,906	
2.2 Increase everyone's understanding of and ability to take action for, the natural environment.	3,116	3,116	3,116	
2.3 Improve places for people to enjoy the natural environment	15,909	15,909	15,909	
<b>Outcome 3 The use and management of the natural environment is more sustainable</b>	<b>64,063</b>	<b>64,063</b>	<b>64,063</b>	
3.1 To improve the quality of environmental land and sea management	51,435	51,435	51,435	
3.2 Environmentally sustainable farming, fishing and forestry and influencing markets and supply chains to develop and adopt more sustainable practices and cut greenhouse gas emissions	1,105	1,105	1,105	
3.3 Secure commitment to natural environmental goals in EU, national, regional, local and sectoral, policies and strategies	10,651	10,651	10,651	

3.4 To increase investment in environmental enhancement and thereby the contribution of the natural environment to national regional and local economies.	872	872	872	
<b>Outcome 4 Governments, businesses, communities and individuals make decisions which collectively secure the future of the natural environment.</b>	<b>8,732</b>	<b>8,732</b>	<b>8,732</b>	
4.1 Engage public and specialist audiences in debating what our future natural environment should be like.	4,661	4,661	4,661	
4.2 Increase the ability of the natural environment to adapt to climate change and contribute to greenhouse gas pollution reduction	2,879	2,879	2,879	
4.3 Ensure that future threats to the natural environment and opportunities for environmental improvement are identified and acted on.	168	168	168	
4.4 Ensure society lives within the limits of the natural environment, growing and developing the evidence base to support this	1,024	1,024	1,024	
<b>Outcome 5 A DISTINCTIVE PUBLIC BODY</b>	<b>39,775</b>	<b>39,775</b>	<b>39,775</b>	
5.1 Our Leadership	3,831	3,831	3,831	
5.2 Our People	6,070	6,070	6,070	
5.3 Our Knowledge	6,487	6,487	6,487	
5.4 Our Communication	7,482	7,482	7,482	
5.5 Our Systems	10,386	10,386	10,386	
5.6 Our Finances	3,758	3,758	3,758	
5.7 Our Efficiency	812	812	812	
5.8 Our Sustainability	722	722	722	
5.9 Our Regulation	227	227	227	
<b>Total</b>	<b>213,675</b>	<b>213,675</b>	<b>213,675</b>	
External Funding	4,500	4,500	4,500	

ERDP estimate	341,000	341,000	341,000
<b>Total</b>	<b>559,175</b>	<b>559,175</b>	<b>559,175</b>

### Resources by Outcome 2007/08



**Expenditure by Resource Accounting Category  
(£000)**

	2006/2007 Forecast outturn	2007/2008 Budget	2008/2009 Plan	2009/2010 Plan
<b>Departmental Expenditure Limit resource Expenditure</b>				
Staff Costs		90,415		
Other operating and administration expenditure		125,068		
Depreciation	tba			
Impairment of fixed assets	tba			
Loss (Gain) on Sale/Disposal of Fixed Assets	tba			
Cost of Capital	tba			
<b>Total Resource Expenditure</b>		<b>215,483</b>		
<b>Income</b>				
Other Operating Revenues		3,500		
Current Grants from the EC		1,000		
<b>Total Resource Income</b>		<b>4,500</b>		
<b>Departmental Expenditure Limit capital Expenditure</b>				
Capital Acquisitions - Existing Buildings	tba			
Book Value of Sale of Existing Buildings	tba			
Capital Acquisitions - Other Tangible Assets		2,692		
Book Value of Sale of Other Tangible Assets	tba			
<b>Total Capital Expenditure</b>		<b>2,692</b>		
<b>Resource GIA</b>		<b>213,675</b>		
Cash Requirement		213,675		

The figures above where it states 'tba' are either non-cash or very low value.

Annex:

**Mapping our objectives to Defra PSAs and Departmental Outcomes**