1st June 2015

Dear Rob,

A month ago I chaired the first meeting of the Rural Affairs, Food and Environment Delivery Board in Inverness. The Board has been established to build operational and cultural alignment across the rural affairs, food and environment portfolio. Its members are the chief executives of the main delivery bodies in environment and agriculture, relevant senior policy officials and some non-executives (initially Brian Pack, with two further members to be appointed).

I expect the Board to encourage officials and organisations to work more creatively and efficiently so that we can build on existing collaborative working and embrace new ways of delivering services to customers and communities. By doing that, we can help communities, nature and our economy to flourish together.

The Delivery Board’s work fits within the Scottish Government’s three Programme for Government priorities of prosperity, fairness and participation. Themes for the Board’s first year of work include rural economic development, health and inequality, climate change and improving corporate services and planning. The Board will take forward implementation of relevant recommendations from Brian Pack’s Doing Better Initiative to Reduce Red tape in Agriculture [http://www.gov.scot/Topics/farmingrural/Agriculture/doingbetter]. A number of the recommendations have already been agreed or implemented and I expect substantial further progress to be made on this by the end of June. A group which includes Brian Pack will focus on this and report to the Delivery Board.

The Board is also working to improve digital services across its partners and is looking at effective ways to bring together leaders from across the portfolio and related sectors to support and inform its work.

I would be happy to provide the committee with more information about the Delivery Board as its work moves forward. In the meantime, I have attached the Board’s terms of reference and initial areas of business.
For more information about the Board, please contact the secretariat (Ginny Gardner: ginny.gardner@scotland.gsi.gov.uk or 0131 244 2376).

Yours Sincerely,

RICHARD LOCHHEAD
RAFE DELIVERY BOARD TERMS OF REFERENCE AND AREAS OF BUSINESS

TERMS OF REFERENCE

Purpose

1. The RAFE Delivery Board has been established to drive operational and cultural alignment across rural affairs, food and environment outcomes and priorities. It will take forward the Environment & Forestry Review and will ensure that relevant elements of the Pack Review on agriculture red tape are implemented.

Membership

2. The members of the Delivery Board are:
   - Richard Lochhead (Chair) - Cabinet Secretary, Rural Affairs, Food and Environment
   - Dr Aileen McLeod (Chair) - Minister for Environment, Climate Change and Land Reform
   - Bridget Campbell (Deputy Chair) - Director Environment & Forestry
   - Jonathan Pryce (Deputy Chair) – Director Agriculture, Food & Rural Communities
   - Brian Pack OBE - Non-Executive member
   - David Barnes - Chief Agricultural Officer and Deputy Director Rural Payments & Inspections Division
   - Terry A’Hearn - CEO Scottish Environment Protection Agency
   - Susan Davies - CEO Scottish Natural Heritage
   - Simon Hodge - CEO Forest Enterprise Scotland
   - Catriona Maclean - CEO Crofting Commission
   - Grant Moir - CEO Cairngorms National Park Authority
   - Jo O’Hara - Head of Forestry Commission Scotland
   - Gordon Watson - CEO Loch Lomond & The Trossachs National Park Authority

Support

3. Ginny Gardner, Environment & Forestry Directorate, will support the Board, with assistance and resources provided by partner bodies as and when required.

Vision, mission statement and values

4. The vision of the Delivery Board is:
   
   Communities, nature and our economy flourishing together

5. The mission statement frames the purposes and focus of the Board’s work:

   The Board will drive alignment and joint delivery between RAFE organisations; prioritise their efforts to secure maximum public good; and embrace new ways to share or deliver services to customers and communities.
6. The Board has agreed the following set of **values** to engender open and collaborative working:

- **Mutual respect**: We will create positive relationships characterised by openness, trust, respect and mutual support. Where we have cause to be critical we directly communicate this to each other first.

- **Giving credit**: We will find opportunities to compliment and congratulate our partners, both within our organisations and to stakeholders. We will invite each other to participate when we identify opportunities that are appropriate for others.

- **Communication**: We will ensure we brief each on any issues that may be relevant and may affect one another’s interests. We will find ways to share information and to scan the horizon. We will forewarn each other of significant media releases and seek opportunities for joint statements and responses.

- **Joint planning**: We will continue to invest in joint corporate planning and look to extend this, where appropriate, to joint project planning when co-operation and joint working offers benefits to delivery and resource efficiency.

**Key Activities**

7. The Board will operate across the RAFE portfolio, with a focus on creating opportunities for the Scottish Government and delivery partners to work closely and collaboratively to deliver the Scottish Government’s priorities and the Cabinet Secretary’s rural economic development agenda.

8. In the first instance, the Board will focus on the work of Environment and Forestry and Agriculture, Food and Rural Communities Directorates, with input on climate change from Energy and Climate Change Directorate. In due course, activity may be broadened further to include other elements of the RAFE portfolio.

**Meetings**

9. The Board will meet around six times over 12 months, with the first meeting taking place on 30 April 2015.

10. Groups reporting to the Board may also be set up as required to take forward specific pieces of work on behalf of the Board. Each group will have a Board member as sponsor for its programme of work.

**Review**

11. The Cabinet Secretary will review the Board’s progress and whether it should continue following the Scottish Parliament elections in May 2016.

**AREAS OF BUSINESS**

12. The following have been identified as areas of business for the Board’s first year of work:

Taigh Naomh Anndrais, Rathad Regent, Dùn Èideann  EH1 3DG
St Andrew’s House, Regent Road, Edinburgh  EH1 3DG
www.scotland.gov.uk
Rural development
- RAFE portfolio outcomes and priorities
- Environmental improvements (including biodiversity) and co-delivery opportunities
- Advice and regulation, including the Pack Review
- CAP implementation
- Land reform
- Rural economic development
- Local responsiveness

Health and inequality
- Inequality and our environment
- Health benefits of our environment

Climate change
- Delivery against Report on Policies and Proposals targets
- Climate change mitigation

Corporate services and planning
- Digital, including data management, sharing and access
- Capability and resilience
- Joint strategic planning

Environment and Forestry Directorate
April 2015