



Quality Meat Scotland

# Corporate Business Plan

2025-26



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# Corporate Business Plan





# Corporate Business Plan

## Welcome

*from Chair Kate Rowell*

I look forward to 2025-26 and am proud of the momentum Quality Meat Scotland (QMS) has achieved following the formal completion of our strategic restructure and launch of our five-year strategy to 2028. The dedication and vision of our team and partners has already resulted in collaboration and growth, laying a strong foundation for the years ahead in our mission to make Scotland THE choice for premium red meat.

The progress is certainly clear in our export markets, as overseas demand has never been stronger. The total value of Scotland's red meat and offal sold outside the UK soared to £137 million in the year to July 2024 – the first-time exports have exceeded £100 million on record. Scotch Lamb performed exceptionally well, accounting for nearly one-third of export revenues, underscoring Scotland's global reputation for premium quality.

And there is further opportunity. Our latest Red Meat Industry Profile shows significant opportunities for our £2.8 billion sector to enhance its contribution to Scotland's economy and the UK's food security. In 2023, turnover from red meat processing in Scotland rose for a fourth consecutive year, increasing by 1% to £975 million. However, maintaining that progress may become challenging – confidence is fragile in the farming sector, and there is growing concern about a collapse in livestock numbers, particularly cattle. Maintaining farmer confidence, and in turn, Scotland's flocks and herds, is vital for our nation's wealth, as QMS chief executive Sarah Millar sets out overleaf, as well as for its health and environment.

Our focus on the environment is set to grow through partnering with the Agriculture and Horticulture Development Board (AHDB) and the Department for Environment, Food & Rural Affairs (Defra) in an Environmental Baseline pilot across 170 farms – 35 of

those across various regions in Scotland. This will help farmers measure and improve their net carbon position – a vital step in meeting Scotland's environmental targets.

We have also reviewed our cattle and sheep quality assurance standards, following extensive consultation, and will launch our updated standards in June 2025, refining the process for the industry while strengthening the trust in Scotland's red meat.

The strides we've made this year are the foundation of an even stronger future as we build a Scottish red meat sector that exemplifies quality, sustainability, and innovation.

Our talented people, many of them from the agriculture and food industries, care deeply about supporting the red meat supply chain and are only getting started on our vision to make Scotland THE choice for premium red meat. From consumers at home to international business customers we are committed to ensuring our brands are recognised as a mark of integrity to grow

**Kate Rowell**

**Chair**





# Introduction

*from Chief Executive Sarah Millar*

This first year of our ambitious five-year strategy has started as we mean to go on – delivering what matters most to the industry at pace after gaining strong and unequivocal support among levy payers across Scotland's red meat sector.

Our direction and focus are clear: to foster profitable and innovative supply chains which support jobs and communities across the country, and to make Scotland THE choice for premium red meat.

Our five-year strategy has three pillars of work which define our activity: provenance, productivity and profitability, and planet and place. When we launched our strategy, we set out our vision of success as creating an industry with greater confidence, with profitability and productivity at its heart, delivering a product high in demand, viewed by our key customers – here and overseas – as their first choice.

We are already seeing the results of that focus – in export markets, as our chair Kate Rowell has mentioned, and at home. Our new marketing campaign, 'When You Know, You Know,' quickly became one of our most successful consumer campaigns, reaching 80% of adults in Scotland through TV adverts, social media, and print collaborations.

The positives of red meat are being highlighted through our community engagement programme, new Community Marketing Fund, and partnership with Scotland's two professional rugby teams, which are supporting events such as cookery demonstrations and nutritional sessions for next-generation outreach. We have also trained over 30 passionate 'Make it Scotch ambassadors' to champion our Scotch Beef, Scotch Lamb and Specially Selected Pork brands in schools and communities across Scotland, educating consumers on the importance of quality-assured red meat.

While delivering our strategic ambitions continues apace, with productivity and profitability as a key strategic pillar, businesses across the Scottish red meat supply chain must be supported to invest both now and in the longer term.

QMS is funded by levy from Scotland's beef, lamb, and pork producers and processors, who contribute over £2.8 billion to the annual GDP of Scotland and support around 40,000 jobs. It is a vital contribution to Scotland's economic and social fabric, particularly in rural and remote areas. But profitability is a critical issue: very low-profit margins are recorded by businesses across the supply chain, further impacted by the recent Budget.

It would be remiss to publish this Corporate Business Plan without highlighting the sector's challenges. At a time when we need positive support to reduce regulation, de-risk trade, and reduce costs of production to help support livestock numbers, our producers and processors are facing further uncertainty. Any further decline in livestock numbers will threaten many businesses throughout our supply chain, from processors to auction markets, to feed companies and more. There is no one silver bullet to this critical issue, but we will continue to show leadership in this space and work collaboratively and collectively with industry, government and other key partners to address it head-on and realise the significant economic potential of our red meat supply chain.

This Corporate Business Plan for QMS, an executive non-departmental public body of the Scottish Government, is prepared in line with the requirements for a public body and sets out our strategic ambitions on behalf of the Scottish red meat industry for the period 2025–2026. These are published on the QMS website [www.qmscotland.co.uk](http://www.qmscotland.co.uk).

We market the PGI-labelled Scotch Beef and Scotch Lamb brands in the UK and abroad and promote Scottish pork products under the Specially Selected Pork Banner. Our brands are underpinned by our internationally recognised assurance schemes which cover more than 90% of livestock farmed for red meat in Scotland. They offer consumers in the UK and overseas the legal guarantee that the meat they buy has come from animals that have spent their whole lives being raised to some of the world's strictest welfare standards.

We are proud to build Scotland a global reputation for sustainable red meat production, which enhances the environment and place from which it comes, making Scotland THE choice for premium red meat.

**Sarah Millar**  
**Chief Executive**



### 3.0 Purpose of this Document

*The purpose of this corporate business plan and associated implementation plan is to inform the Scottish Government and other key stakeholders of our strategy and operations for 2025 – 2026. We have analysed the current red meat sector environment, identified the key areas where QMS can make a positive impact, agreed on our strategic aims and detailed what we will do during this financial year to work towards their achievement.*





## 4.0 Scottish Red Meat Sector Situation Analysis

The following summary details the current situation faced by the Scottish red meat sector; however, unpredictable risks and issues tend to arise, which we will need to address during the financial year. The situation analysis was written in September 2025, providing the basis for planning ahead for the 2025/26 financial year.

### Beef Market

Throughout 2024, prime cattle production has seen a significant upward trend in farmgate prices, taking the market to a record high at the start of September. R4L steers traded at £5.14/kg dwt in the first week of September, a lead of around 6% on a year earlier and of 24% on the five-year average. In the year to early September, prime cattle have averaged 494.2p/kg, 43% higher than the average in the year leading up to COVID-19, in a sign of robust demand as well as relatively tight supply. At the time of finalising this business plan, deadweight prices for cattle exceeded £6/kg in February, which is unprecedented.

Cow prices have also seen a price uplift in Q3 2024 despite a traditional rise in availability for slaughter, signalling strong demand. An unusually firm cow trade for the time of year is suggestive of strength in the price-sensitive manufacturing-grade beef market.

In theory, a period of positive market returns for store and finished cattle producers should generate confidence and support some recovery in the beef herd. However, ageing demographics, a lack of skilled workers and succession challenges are limiting the potential for rebuilding, along with uncertainty over future agricultural support, and the cattle population data are pointing to a re-acceleration of the decline in the suckler herd in 2024.

Ireland's December census reported a decline of around 3% in males aged under two years old, signalling limited potential for UK import growth in the second half of 2024 and 2025. Looking more widely at Europe, EU beef production is expected to continue declining in 2024 and the EU Commission has projected a 2.4% reduction. EU imports are forecast to increase by 2% in response, and this has helped boost UK exports in the year-to-date. However, while still small in relation

to total imports to the UK, the increased quota granted to Australia and New Zealand when Free Trade Agreements entered force in 2023 has resulted in a significant increase in imports from both countries, generally of frozen beef for the food service sector.

Global beef consumption and imports are forecast to rise in 2024 by the USDA, and a general mismatch between supply and demand in major beef-producing and consuming countries will continue to support trade flows.



## Beef Supply

Prime cattle availability on Scottish farms has been higher than in 2023 due to a dip in the outflow of store cattle from its peak, plus an increase in calf registrations in 2022. Prime cattle slaughter has stabilised at Scottish abattoirs following the supply chain challenges of 2023, but cow processing has fallen further. In the first half of the year, the data suggests that 1% fewer Scottish-born cattle were killed at under 30 months in Scotland than in 2023, restricting the volume of beef able to carry the Scotch Beef label further, but there could be room for some recovery in the second half.

In the short term, the availability of prime cattle for slaughter is likely to be supported in the final months of 2024 by the past slowdown in the outflow of store cattle to England along with the end of the increased spring calf crop from 2022. While a reduced spring calf crop from 2023 is likely to offset some of this increase, it is likely to take until spring 2025 for supply to tighten fully, especially when factoring in that the peak decline in calf registrations in 2023 took place in Q3.

A continuing strong rate of suckler herd decline of 2-3% in 2024 and the potential for the rise in beef from the dairy herd to have peaked points to a continuing downward trend in prime beef production beyond 2025.

## Critical mass in the beef sector

Critical mass will differ between individual processing sites and the industry, but with the processing sector already operating on thin operating margins and well below capacity, there is a significant risk posed by further reductions in prime cattle supply in the coming years. As well as putting a processing site at risk, potentially softening competition for stock, it could lead to range rationalisation in the retail sector where a reduced availability of Scotch-eligible products could no longer make it economically justifiable to segregate product within the supply chain and retain a Scotch offer on the retail shelf at a competitive price. A smaller beef sector also poses wider economic and social risks, given the sector's significant supply chain and provider of jobs in rural areas.



## Lamb Market

After signs of steadying in 2022 and 2023 after a price surge between 2019 and 2021, the lamb market rebalanced higher again in 2024. Across GB, fewer lambs were born in spring 2023 but abattoir throughput held up relatively well in the second half of 2023, resulting in a reduced carryover of hogs, driving up farmgate prices around the peak demand period during the spring from Easter and Ramadan. A smaller breeding flock in autumn 2023 coupled with a second consecutive difficult lambing in spring 2024 due to wet weather, led to a slow start to the new season, ensuring that prices have held well above year-earlier levels during the summer and into September. In the first half of September, lambs averaged £2.84/kg at Scottish marts, 16% higher than last year and up more than 30% on the five-year average. Compared to the level in the year leading up to COVID-19, this was an increase of 55%.

External trade pressures have been influenced by the tightness of domestic supply in 2024. Although reduced domestic output has limited export volumes since the spring, a strong start meant that exports were still close to the five-year average in the first half, and they traded at considerably higher prices, with data from Rungis wholesale market in Paris signalling that this price momentum has continued into the autumn. A contracting EU breeding sheep flock will ensure that export demand holds firm going forward. Meanwhile, imports have risen sharply, and at highly attractive prices, but this has not been enough to offset the general picture of tight supply relative to demand.

The interesting feature with imports is that while they have risen sharply this year, they remain well below the highs of the 2010s despite seemingly attractive price differentials between Oceania and Europe, and reduced export volumes going from Oceania to China at significantly lower prices than in recent years. Sources in NZ have indicated that this reflects that China is still a better market for lower-value cuts than Europe. Looking ahead to 2025, a smaller NZ lamb crop may limit any further import growth to the UK.



## Lamb Supply

Over the past decade, Scotland's ewe flock has trended slightly downwards. In 2023, this continued, and numbers are estimated to have fallen by 1.7% in 2022. A 4.1% reduction in the 2023 lamb crop suggests that this trend has continued in 2024 due to the limited availability of replacements. Concerningly, it appears that we had a second consecutive difficult lambing in 2024 due to extremely wet weather around Easter. However, the weather had improved by the time most hill lambing takes place in mid-April, limiting the decline.

There were similar reports of challenging lambing in England & Wales, and the English census results signalled a 3.5% reduction in the lamb crop, although this does suggest an improved lambing rate given a worrying steeper contraction in the ewe flock (-4.7%). This further flock contraction suggests that the fundamentally tight supply situation in GB is set to continue into 2025 and beyond.

## Pork Market

After a prolonged period of loss-making for pig producers through 2021 and 2022, market conditions proved favourable in 2023. AHDB's cost of production model indicates a return to around breakeven in Q1 2023, followed by positive margins ever since. Although pig prices have stabilised in 2024 at a level below that reached in 2023 (GB SPP of £2.09-2.11/kg dwt), production costs are expected to have remained below £2/kg dwt, helped by downward pressure on feed prices, ensuring continued profitability.

However, the legacy of the crisis of 2021/22 continues to affect producer confidence, especially following a period of higher borrowing costs, limiting the potential for a rebound in production. June census results suggest that the English sow herd has continued to trend slightly downwards but that there has been a slight uplift in the number of prime pigs on farms. Meanwhile, in Scotland, ScotEID data shows that the number of pigs leaving Scottish farms to slaughter has rebounded in 2024, up around 5.5% in the first eight months. Nevertheless, numbers remain well below where they had been in 2021 and 2022, and production is set to remain at a lower base level.

In the EU, supply has started to recover slightly in 2024, leading to a widening of the price gap between GB and the EU, increasing the competitiveness of EU pork. However, import increases to the UK were limited in the first half of 2024. UK export volumes continued to be restricted by the lower baseline level of domestic production plus EU market conditions.

## Lamb Processing

At Scottish abattoirs, lamb slaughter fell by 17% between 2019 and 2022, with a further 6% reduction in 2023, and increased numbers of lambs moving to England & Wales means that QMS misses out on the processor levy. Changes in the supply chain led to some recovery in the Scottish abattoir kill in the final quarter of 2023, but this recovery appears to have been short-lived, and numbers have fallen further in 2024, partly reflecting the tightness of supply.



Looking further afield, herd liquidation in China in late 2023 has led to a tightening of supply in 2024. However, China's import demand appears to have remained surprisingly sluggish in the first half of 2024, possibly linked to a general softness in consumer confidence.

## Agricultural Support Policy

Scotland's future agricultural support policy is still under formulation. Continuity of the Basic Payment Scheme (BPS) into 2025 and beyond has maintained strong levels of support to livestock-producing businesses in contrast to significant reductions in Basic Payments in England.

The introduction of conditionality to the Scottish Suckler Beef Support Scheme in 2025 may encourage productivity gains, which could help to partially offset the impact of further declines in the suckler herd. However, we also recognise that this could lead to a short-term increase in increased numbers of cull cows as farmers are incentivised to cull unproductive breeding animals.

## Labour Shortages

Processing businesses continue to find it very difficult to recruit and retain local workers, due to strong competition from other sectors and wages have had to increase significantly. Farms are also struggling to source skilled labour, and this has been one contributor to the decline in Scotland's suckler herd. Butchers have had some success by focusing on training and increased wages.

With the end to free movement making recruitment from the EU more challenging, processing businesses have had to introduce significant numbers of non-EU workers to maintain operations. This has been extremely expensive due to UK immigration rules and the need to supply accommodation, often higher than £15,000 per worker.

A concern for the sector is the potential for a further tightening in UK immigration rules, with a sharp rise in minimum salary requirements proposed. Immigration is a reserved power.

## Rising cost of living

While the prolonged inflationary shock faced by the UK since 2021 is easing, with the CPI inflation rate ending 2023 at 4.0% compared to an October 2022 peak of 11.1%, it remained above the Bank of England's 2% target for a 29th consecutive month. By the end of 2023, the cost of living had risen by 21% in three years and is set to keep rising, just at a slower pace. Nevertheless, wage growth began to outpace inflation in the second half of 2023 and consumer confidence has rebounded significantly from its autumn 2022 low.

## Cost of Production

Commodity prices fell back sharply in 2023, supported by a weaker US dollar, filtering through to reduced input costs. However, input costs indices were still around a third higher in 2023 than where they had been pre-COVID-19. Commodity prices have been relatively flat overall in 2024, remaining elevated above pre-covid levels. One positive is that energy market prices have seen limited upward pressure despite an escalation of conflict in the Middle East, and the expected downward path in US interest rates has resulted in a significantly weaker US dollar in autumn 2024. Meanwhile, feed costs have trended slightly lower in 2024 as global arable crop markets appear well-supplied, underpinned by positive prospects for harvest in the US. However, closer to home, a very wet winter, spring and summer may have some impact on the availability of straw for bedding.

A tight UK labour market ensured that workforce costs continued to rise sharply in 2024. While there has been a softening in wage growth from its 2023 peak, private sector earnings were still running 5% higher than a year earlier in the May to July period, placing them almost 30% higher than at the end of 2019. Though interest rates have now started to fall, the cost of capital is set to remain much higher than in the period between the global financial crisis of 2007/8 and the global inflationary shock of the early 2020s.

## Rising cost of living and consumer confidence

While the prolonged inflationary shock faced by the UK in the aftermath of the COVID-19 pandemic and the outbreak of war in Ukraine has finished, the cost of living was still 22% higher in July 2024 than it had been at the start of 2021 and still rose at an annual rate of around 3% between April and July. Nevertheless, wage growth began to outpace inflation in the second half of 2023, starting the recovery in disposable incomes, and consumer confidence has rebounded to its highest levels since mid-2021.



## Consumer Demand

The ONS' retail sales index indicates that consumer spending shifted towards groceries and away from non-food stores during the cost-of-living shock, supporting demand for red meat. While this effect appears to have dissipated in 2024, potentially signalling some improvement in discretionary spending, demand for red meat has held firm. In the 12 weeks to early August, Kantar figures point to spending on beef, lamb and pork in GB rising by 6%, 4% and 2% respectively on a year earlier. A softening of price inflation meant that this translated into volume growth for beef and pork, although a renewed uplift in lamb prices appears to have resulted in some softening of sales volumes, in line with reduced supply.



## Trade

While larger processors have adapted to the extra cost and challenges of complying with EU customs controls, small exporters have largely exited from trading across the EU border.

One potential challenge for exporters to the EU to manage is a new EU regulation on deforestation-free products, originally set for implementation in January 2025, this was granted a year's extension by the EU. Beef exporters will need geolocation data for the farms that cattle have been on, and the common feed ingredients soya and palm kernel are also covered.

While the UK's accession to the CPTPP agreement in late 2024 could, in theory, boost exports to Pacific nations, it is unlikely to have a major stimulative effect. Meanwhile, Free Trade Agreements with Australia and New Zealand, which entered force in 2023 remain a long-term market risk for the domestic beef and lamb sectors, although a downward trend in both domestic and EU production could limit the potential for a downside impact on market prices.

The introduction of GB customs checks on meat imports from the EU in spring 2024 may have resulted in some shift in demand towards domestic products at the margins, while potentially reducing the risk of

African Swine Fever (ASF) arriving in the UK through contaminated pork products. However, individuals are still able to travel to the UK with pork products in their luggage, ensuring that a certain level of risk remains. The detection of ASF in the UK would likely lead to the suspension of pork exports to several key export markets, and there continues to be a regular occurrence of cases in mainland Europe.

## Sustainability

On behalf of the Scottish Red Meat Resilience Group, a Net Zero Route map is being compiled into both industry and public-facing reports that highlight the evidence-based sustainability credentials of red meat in Scotland. Additionally, the reports highlight key areas where the industry can move forward in its aim to achieve net zero. This has led to a joint levy-funded National Baseline project across GB. The emissions and sequestration capacity of red meat-producing farms in Scotland will be measured, reported and monitored to both capture a measured emissions baseline and establish best practice to achieve net zero on farms.



## 5.0 QMS Strategy 2024–2028/29

QMS developed a new five-year strategy in 2023, launching it at the 2023 Royal Highland Show, for implementation from April 1st, 2024. This corporate business plan for 2025–2026 and year 2 of our 5-year strategy details each of the following: -



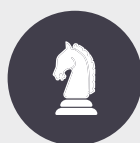
Our Vision



Our Mission



Our three strategic pillars and one foundational pillar



Our strategic objectives for each strategic aim



A one year implementation plan of the activities that we will do to achieve our strategy

### Vision

Scotland: **The choice for premium red meat**

### Mission

To lead the development of Scotlands red meat sector by driving demand from consumers who recognise our brands as a mark of integrity. We will foster profitable and innovative supply chains which supports jobs and communities across the country; all delivered by a creative, ambitious and trusted organisation that harnesses the talent of it people and supports individuals throughout the industry.

#### Provenance

To delivery and promote authentic, trusted brands, underpinned by quality assurance, which give Scottish red meat a competitive advantage.

#### Productivity & Profitability

Drive the development of key markets and foster a culture of innovation which provides practical tools and insight to drive profitability across the supply chain.

#### Planet & Place

To build Scotland a global reputation for sustainable red meat production, which enhances the environment and place from which it comes.

### People

A QMS that is people-driven, supporting all those working across the red meat supply chain and building talent within the organisation to be ambitious and creative.



## Strategic Indicators

### 1. Provenance

- 1.1 % of total beef, lamb and pork marketed under the Scotch or specially selected pork brand
- 1.2 Consumer brand awareness, brand perception and likelihood to purchase
- 1.3 An increased proportion of lamb reared in Scotland will be processed in Scotland
- 1.4 Increase in % of total livestock population covered by QA

### 2. Productivity and Profitability

- 2.1 A greater proportion of output going to export markets
- 2.2 Increase in partnership projects/aligned marketing projects with multiple retailers
- 2.3 Increase in total output sold to independent retail
- 2.4 Increased output from breeding herds & flock.
- 2.5 Increased engagement with on farm initiatives such as monitor farm/MTM
- 2.6 Increase in partnership projects with processors

### 3. Planet and Place

- 3.1 Every QA member engaged with an emissions reduction programme
- 3.2 Environmental progress is articulated and visible through our brands
- 3.3 Consumer brand awareness, brand perception and propensity to purchase
- 3.4 Positive perception of QMS amongst decision makers

### 4. People

- 4.1 Positive perception of QMS amongst stakeholders
- 4.2 Positive perception of QMS amongst levy payers
- 4.3 QMS is viewed by employees as a great place to work
- 4.4 Positive perception of QMS amongst decision makers



## 6.0 Work Packages

We have detailed below key highlights from our implementation plans for each of our departments:-

Business Development

Marketing

Communications  
& External Affairs

Corporate Services

Business Development	
What We Will Do	
Department Aim	Drive the development of key markets and foster a culture of innovation which provides practical tools and insight to drive to profitability across the supply chain.
Department Objectives	<ul style="list-style-type: none"> <li>• Increase productivity across the supply chain</li> <li>• Facilitate new export market opportunities for Scottish and Scotch/SSP proteins</li> <li>• Support the use of Scotch Beef, Scotch Lamb and Specially Selected Pork across all channels (butcher/wholesale/food service)</li> <li>• Support work with processors and multiple retailers to increase brand visibility</li> <li>• Support the supply chain to meet its net zero obligations</li> <li>• Increase the quality of Beef, Lamb and Pork produced in Scotland.</li> </ul>
Work Packages	<ul style="list-style-type: none"> <li>• Market Building</li> <li>• Developing Skills</li> <li>• Exports &amp; Market Entry</li> <li>• Genetics</li> <li>• Climate &amp; Nature</li> <li>• Supply Chain</li> <li>• Monitor Farm</li> <li>• Private Slaughter Co-ordination</li> </ul>



Marketing	What We Will Do
Department Aim	To deliver and promote authentic, trusted brands, underpinned by robust quality assurance, which gives Scottish red meat a competitive advantage.
Department Objectives	<ul style="list-style-type: none"> <li>• To build a brand plan rooted in market and consumer insights that drive our activities and the increase the chances of success.</li> <li>• To win the hearts and minds of current and lapsed (UK) meat eaters and where they have a choice, ensure they choose Scotch red meat because they understand &amp; appreciate the benefits of it.</li> <li>• To be visible to and emotionally connect with UK Meat Eaters and become a brand that is versatile and relevant to those enjoying a balanced healthy lifestyle.</li> <li>• To build a meaningful understanding of the Scotch difference/what's behind the label.</li> <li>• To encourage frequency of consumption of Scotch Beef, Scotch Lamb &amp; Specially Selected Pork through product versatility, availability and recipe inspiration.</li> <li>• To increase key brand health measures, most notably positive shifts in consumer brand awareness, perception &amp; propensity to purchase.</li> <li>• To aspire to reach a minimum of 70% of the Scottish adult population with each key brand campaign.</li> <li>• To protect retail listings and increase the space on shelf and demand for red meat sold as Scotch.</li> <li>• Continually review and update the QMS standards to maintain their integrity without adding to the audit burden on levy payers, ensuring the standards are fit for the future.</li> <li>• Regularly and authentically engage with members to inform and educate them on our standards and the benefits of being quality assured.</li> <li>• Foster and develop a strong working relationship and collaborative partnership approach with FIA and assessors.</li> <li>• Provide support, signposting and general advice to ensure scheme compliance, governance, best practice and high levels of scheme member satisfaction.</li> <li>• Become a centre of insight excellence for understanding red meat consumer trends and behaviours, generating market insight and provide customer/stakeholder support with a specific focus on</li> </ul>
Work Packages	<ul style="list-style-type: none"> <li>• Operational Delivery of QA Schemes</li> <li>• Monitor &amp; Protect Brand Integrity</li> <li>• Strategic Development of QA Schemes</li> <li>• Stakeholder Engagement</li> <li>• Brand Strategy</li> <li>• Marketing Campaigns</li> <li>• Insight</li> <li>• Point of Sale</li> <li>• Consumer Events</li> <li>• Websites</li> <li>• Added Value QA (Members Service)</li> <li>• Monitor &amp; Protect Brand Integrity</li> <li>• Operational Delivery of QA Schemes</li> <li>• Stakeholder Engagement</li> <li>• Marketing Campaigns</li> <li>• Brand Development</li> <li>• Digital</li> <li>• Point of Sale</li> <li>• Insight</li> <li>• Agency Management</li> </ul>

<b>Communications &amp; External Affairs</b>	<b>What We Will Do</b>
Department Aim	To build Scotland a global reputation for Sustainable red meat production, which enhances the environment, place and people from which it comes.
Department Objectives	<ul style="list-style-type: none"> <li>• Inform members and levy payers – support a modern, highly performing and confident red meat sector by providing accessible and engaging information and advice on current and changing standards and new practices across the supply chain in the right way, at the right time, as well as the work QMS undertakes on behalf of the industry.</li> <li>• Tell the positive red meat story – take a proactive and evidence-informed approach to building and protecting the reputation of Scotland's sustainable red meat, which supports our society, economy, environmental and health to policy makers, educators, influencers, young people and wider citizens.</li> <li>• Master our craft – build our red meat evidence centre for internal and external stakeholders and develop specialist in-house team to support excellent promotional and reputational servicing across our organisational priorities (inspiring ambition, creativity, staying on top of the latest trends, best practice and continuously improving).</li> <li>• Inspire our people – use best practice internal communications to motivate and maximise colleague performance, ensuring awareness and understanding of organisational priorities as well as the important role individuals and teams play in supporting the red meat vision.</li> </ul>
Work Packages	<ul style="list-style-type: none"> <li>• Market Intelligence</li> <li>• Public Affairs</li> <li>• Industry Strategy</li> <li>• Corporate Communications</li> <li>• Industry Reputation</li> </ul>

<b>Corporate Services</b>	<b>What We Will Do</b>
Department Aim	A QMS that is people driven, supporting all those working across the red meat supply chain and building talent within the organisation to be ambitious and creative
Department Objectives	<ul style="list-style-type: none"> <li>• Compliance with all levels of governance.</li> <li>• Corporate Budget Management including current and future budgets.</li> <li>• Ensure a robust HR function to support all staff.</li> <li>• Provide a professional administration service to all staff, Board and key stakeholders.</li> <li>• Continual development of Customer Relationship Management and project reporting system.</li> <li>• Continual development of the QMS People strategy</li> </ul>
Key Deliverables	<ul style="list-style-type: none"> <li>• Finance</li> <li>• Governance</li> <li>• Human Recourses</li> <li>• IT &amp; Management</li> </ul>



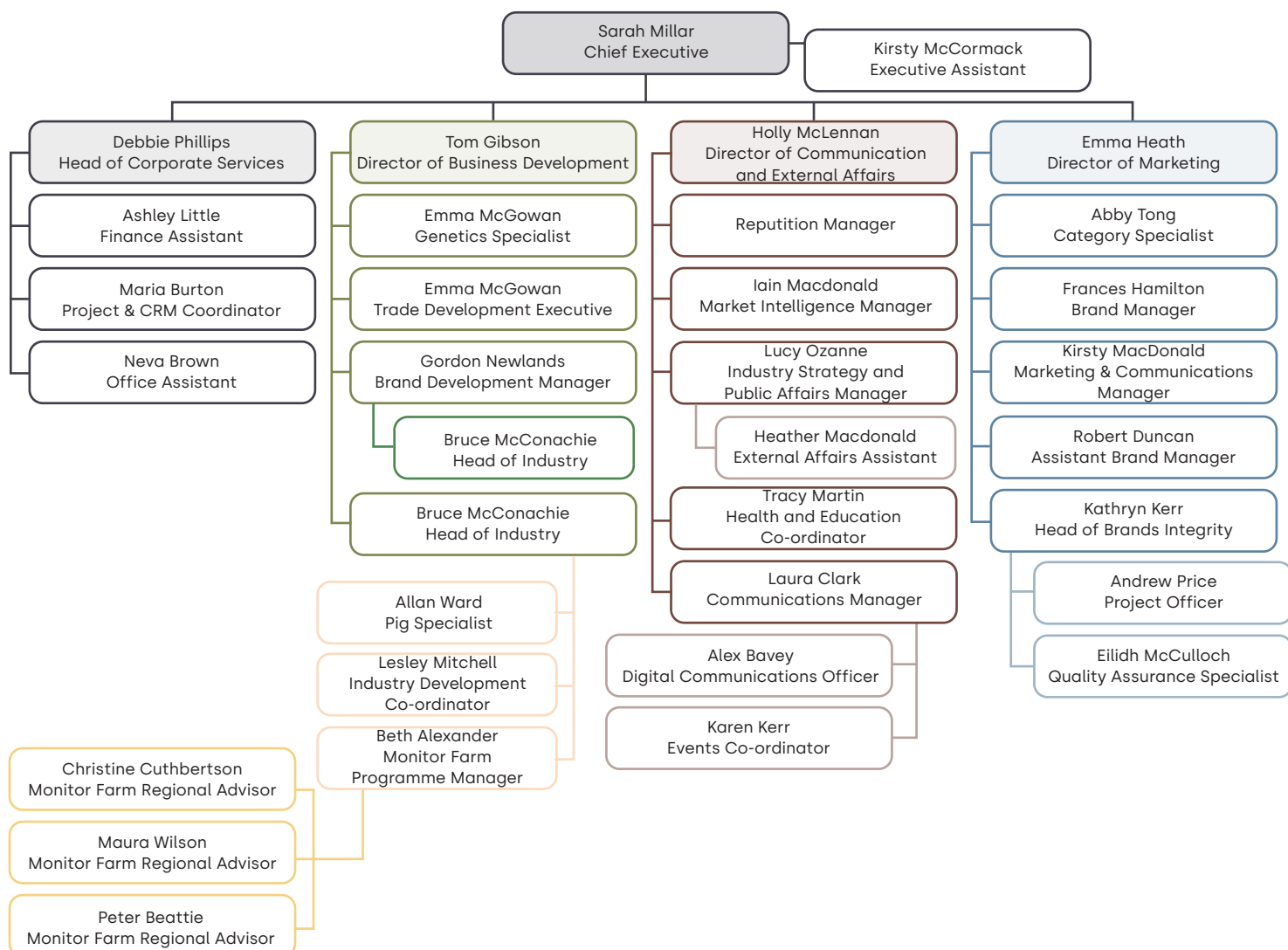
## 7.0 Key Deliverables Per Department

This provides us with a focus to ensure that all our activities meet our strategic aims and objectives. This breaks down by department as follows: -

Department	Budget 25/ 26 (£)	% OF Total 25/ 26
Corporate Services	£888,049	11.40%
Business Development	£1,847,517	23.71%
Marketing	£3,914,134	50.24%
Communications & External Affairs	£1,141,409	14.65%
<b>Total</b>	<b>£7,791,109</b>	<b>100%</b>

## 8.0 Staff Resources

In July of 2023, QMS undertook a staff restructure to align with its new strategy. The purpose of this was to ensure the organisation had a team that could deliver on the ambitions outlined, and to ensure that QMS future-proofed its staffing needs. The new organisational chart is detailed below, with some new positions being filled in Q1 & Q2 2024/25.



## 9.0 Key Delivery Partners

In 2019 Quality Meat Scotland formed its own stakeholder partnership 'The Scottish Red Meat Industry Resilience Group' comprising of the key stakeholder organisations from across the Scottish red meat supply chain. The group meet a minimum of 4 times a year to consider responses to key challenges and opportunities, to help ensure that we speak cohesively as one voice where possible.

Over the course of 2024, we have also reformed the committees that underpin our Board, with species-specific leadership groups being formed with representatives from businesses across the supply chain, helping to ensure delivery and evaluation are considered across the whole supply chain.

In addition to its partnership-building activities, QMS is part of the private and public-sector collaboration of Scotland Food & Drink and is represented on the Partnership Board as well as other key delivery groups through Scotland Food and Drink.

Quality Meat Scotland has also been an active participant in the development of the Food and Agriculture Stakeholder Taskforce (FAST) group, which became formally constituted at the start of 2024. This allows QMS to have easily recognised and effective ways of engaging with multiple stakeholders around key activities and issues.

## 10.0 Scottish Government National Performance Framework

Because of its activities on behalf of the industry, QMS contributes to the Scottish Government's primary purpose of "increasing sustainable economic growth" and to the five strategic objectives and relevant

national targets. Appendix C details the Scottish Government National Performance Framework, its strategic objectives, national outcomes and the progress that QMS has made against these outcomes.





## 11.0 Relationships with other Stakeholder Strategies

This strategy is aligned with the Scottish Government's economic strategy of increasing sustainable economic growth, Scotland's 'National Food and Drink Policy; "Becoming a Good Food Nation", and Scotland Food & Drink's strategy 'Sustaining Scotland Supplying the World'

Since 2007, the Scottish Government's central purpose has been to create a more successful country, with opportunities for all of Scotland to flourish, through increasing sustainable economic growth. This remains the Government's ambition to which all their efforts and actions are directed and is at the core of the Scottish Government's Economic Strategy. A strong, vibrant and diverse economy is essential to Scotland's national prosperity as well as creating the wealth to support high-quality public services. Ensuring that growth is shared and sustainable is the key to unlocking all of Scotland's potential and strengthening its greatest asset -- the people of Scotland.

Scotland's National Food and Drink Policy: Becoming a Good Food Nation articulates a new aspiration: Scotland should become a Good Food Nation, a Land of Food and Drink not only in what we produce but also in what we buy, serve and eat. The Scottish Government wants food to be a key part of what makes people proud of their country – food which is both tasty and nutritious, fresh and environmentally sustainable. Actions towards achieving this aim include the Good Food Nation Act, which has six key outcomes. They are:

- Everyone in Scotland eats well with reliable access to safe, nutritious, affordable, sustainable and age and culturally appropriate food.
- Scotland's food system is sustainable and contributes to a flourishing natural environment. It supports our net zero ambitions and plays an important role in maintaining and improving animal welfare and in restoring and regenerating biodiversity.
- Scotland's food system encourages a physically and mentally healthy population, leading to a reduction in diet-related conditions.
- Our food and drink sector is prosperous, diverse, innovative and vital to national and local economic and social wellbeing. It is key to making Scotland food secure and food resilient and creates and sustains jobs and businesses underpinned by fair work standards.
- Scotland has a thriving food culture with a population which is interested in and educated about good and sustainable food.
- Scotland has a global reputation for high-quality food that we want to continue to grow. Decisions we make in Scotland contribute positively to local and global food systems' transformation. We share and learn from best practices internationally.

Sustaining Scotland, Supplying the World, sets out Scotland Food and Drink's strategy which is designed to help the sector recover from the shocks of the pandemic and Brexit.

The ambitions set out in the strategy include:

- Seizing an estimated £4 billion market for growth to become a £20 billion industry by 2028.
- Increase profitability across the sector.
- Grow faster than any other major industry in Scotland.
- Grow faster than similar-sized competitors.
- Remain the largest food and drink exporter in the UK.
- Attract and upskill a new generation of highly skilled professionals.
- Be one of the world's most environmentally sustainable food-producing nations.
- Secure record investment across the food and drink industry.

The 2030 Beef Sector Strategy was launched in June 2022. It was developed by a steering group comprising stakeholders from across the supply chain, with invaluable industry input through consultation and collaboration. The strategy emphasises that sector growth must be responsible on economic, environmental, and social fronts. Our shared vision is that, by 2030, the Scottish beef supply chain will comprise profitable, sustainable and resilient businesses built on a skilled workforce. It will continue to deliver high-value, quality beef and beef products to domestic and international customers, produced to world-leading animal health and welfare standards in a way that has reduced the sector's carbon emissions by 75 per cent from 1990 levels.

Through the reformation of the Sheep, Pork and Climate & Nature Leadership groups, existing sector strategies covering these species will be reviewed during the 25/26 financial year.

## 12.0 QMS and Programme for Government Themes

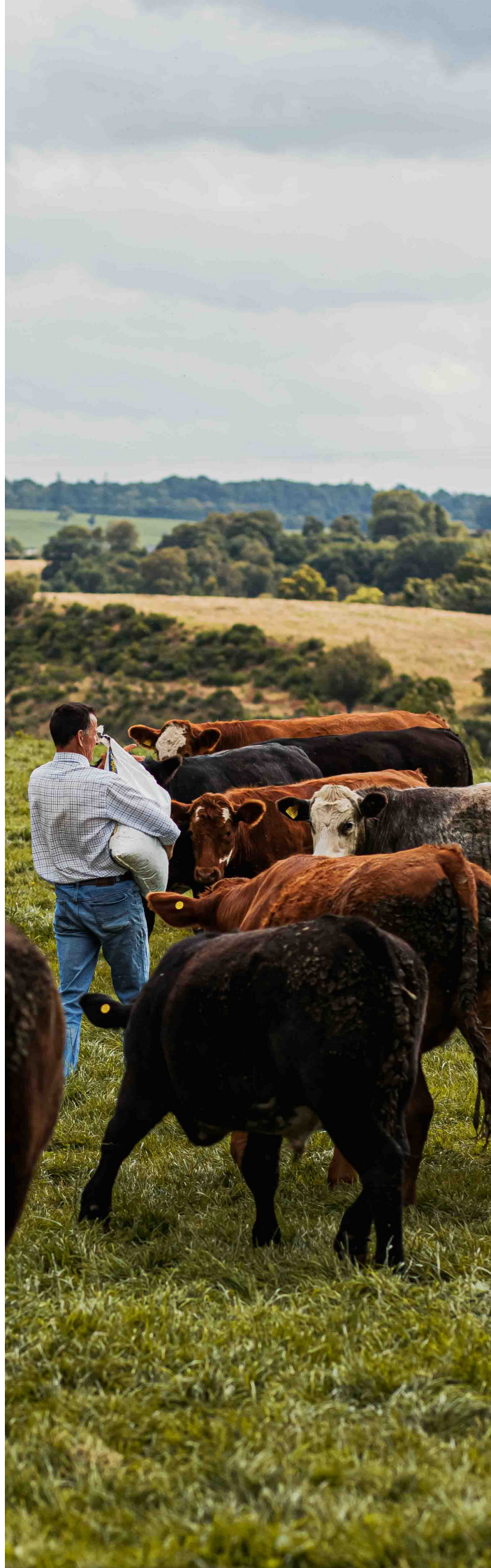
QMS is highly engaged with its range of stakeholders and our knowledge transfer/exchange activities will continue to increase during the 2025-2026 financial year. Marketing campaigns regularly utilise social media and have created opportunities for increasing numbers of consumers to engage more directly with the Scotch Beef, Scotch Lamb and Specially Selected Pork brands.

The First Minister, John Swinney, unveiled his first Programme for Government in September 2024, promising to deliver on his three national missions of equality, opportunity and community. The programme outlined that he intended to introduce 14 Bills over the parliamentary year – alongside 12 Bills already before the Scottish Parliament.

The Scottish Government has promised to better incentivise sustainable and regenerative practices and on-farm nature restoration while supporting farmers and the supply chain in high-quality food production.

## 13.0 Review of Past Performance

Each year, QMS lays before Parliament its Annual Report and Accounts, giving a comprehensive review of its activities for the past year. In the interests of efficiency, this review is not included in this Corporate & Business Plan.





## 14.0 Statement on Information and Communications Technology

Quality Meat Scotland (QMS) is a knowledge-based organisation and is focused on interpreting information and developing knowledge for levy payers and other stakeholders. An effective in-house Information and Communications Technology (ICT) strategy is integral to the successful working of QMS.

QMS will operate an in-house ICT system which supplies sufficient resources to help provide the industry with accurate and timely information. QMS's in-house systems and networks will be effectively protected from accidental or malicious disruption.

QMS will provide employees with opportunities to acquire the skills to collate, store and deliver information following the organisation's needs and national regulations. To carry out these tasks, suitable hardware and software will be provided to optimise communication links with target audiences.

To preserve the integrity of its ICT systems, QMS will ensure that suitable support is available to users to minimise the effects of a system shutdown. QMS participates in the Assurance Framework for Scottish Government IT and Digital Projects.

## 15.0 Statement on Public Bodies Climate Change Duties

In recognition of its responsibilities under the Climate Change (Scotland) Act 2009, QMS will take appropriate steps to mitigate, adapt and act sustainably. QMS will participate in Scottish public-sector sustainability reporting. In its work with stakeholders to improve business sustainability, QMS will continue to promote awareness of mitigation and adaptation strategies and the adoption of best practices to secure carbon-reducing production efficiencies across the supply chain.

In the 2024/25 financial year, QMS developed its own organisational Climate Change Plan to detail as an organisation how we will contribute to reducing emissions in line with Scottish Government legislation. Our next phase of this has involved the introduction of emissions tracking across key areas of travel to baseline where there is scope to work more sustainably.





## 16.0 Statement on Equality

QMS is proud to be an equal-opportunity employer. Appointments to QMS and internal promotions will be made solely on the individual employee's ability, skill, competence and potential.

Our policy is not to discriminate on any grounds including race, colour, nationality or ethnic or national origin, religion or beliefs, sex, gender reassignment, sexual orientation, pregnancy and maternity, marriage or civil partnership, age, responsibility for dependants, HIV status or disability.



## 17.0 Levy Rates for 2025-2026

Species	Producer levy/head	Processor levy/head
Cattle	£4.64	£1.44
Calves (up to 68kg)	£0.07	£0.08
Sheep	£0.66	£0.22
Pigs	£1.13	£0.27

## 18.0 Income & Expenditure Budget 2025-2026

Income	£
Levy	5,603,164
Assurance Schemes	1,592,497
Grants	486,000
Other income	17,000
Bank Interest	17,000
	<b>7,715,661</b>
Expenditure	£
Marketing	3,914,134
Business Development	1,847,517
Communications and External Affairs	1,141,409
Corporate Services	888,049
	<b>7,791,109</b>
<b>Net surplus / (Deficit)</b>	<b>(75,4481)</b>

## 19.0 Balance Sheet Budget 2025-2026

<b>Non-current assets</b>	
Furniture, fittings and equipment	9,927
Intangible assets	18,428
Right-of-use assets	92,675
<b>Total fixed assets</b>	<b>121,030</b>
<b>Current assets</b>	
Trade Debtors	450,000
Prepayments	40,000
Accrued Levy	500,000
Accrued Grants	200,000
Accrued Assurance Scheme Income	25,000
VAT	75,000
Cash at bank and in hand	887,048
<b>Total current assets</b>	<b>2,177,048</b>
<b>Total assets</b>	<b>2,298,078</b>
<b>Current liabilities</b>	
Trade Creditors	300,000
Accruals	250,000
VAT	0
Payroll creditors	46,200
Levy security deposits	180,248
<b>Total current liabilities</b>	<b>776,448</b>
<b>Non-current liabilities</b>	
Deferred income	0
Lease liabilities	96,232
<b>Total non-current liabilities</b>	<b>96,232</b>
<b>Assets less liabilities</b>	<b>1,425,398</b>
<b>Reserves</b>	
General reserve	1,500,846

# 20.0 Appendix A - Board and Corporate Governance

The QMS Board oversees the efficient and effective use of staff and other resources by QMS following the principles of best value. A robust system of financial monitoring and performance review is in place. Apart from regular meetings of the Board, this includes an independent Audit & Risk Management Committee consisting of three Board members and the appointment of independent internal auditors. As a public body, the external audit function comes under the scrutiny of Audit Scotland. A risk register is regularly reviewed by the Board, and policies are in place governing the use of reserves and the application of public procurement rules. QMS has a Management Statement and Financial Memorandum which sets out the relationship between QMS and the Scottish Government.

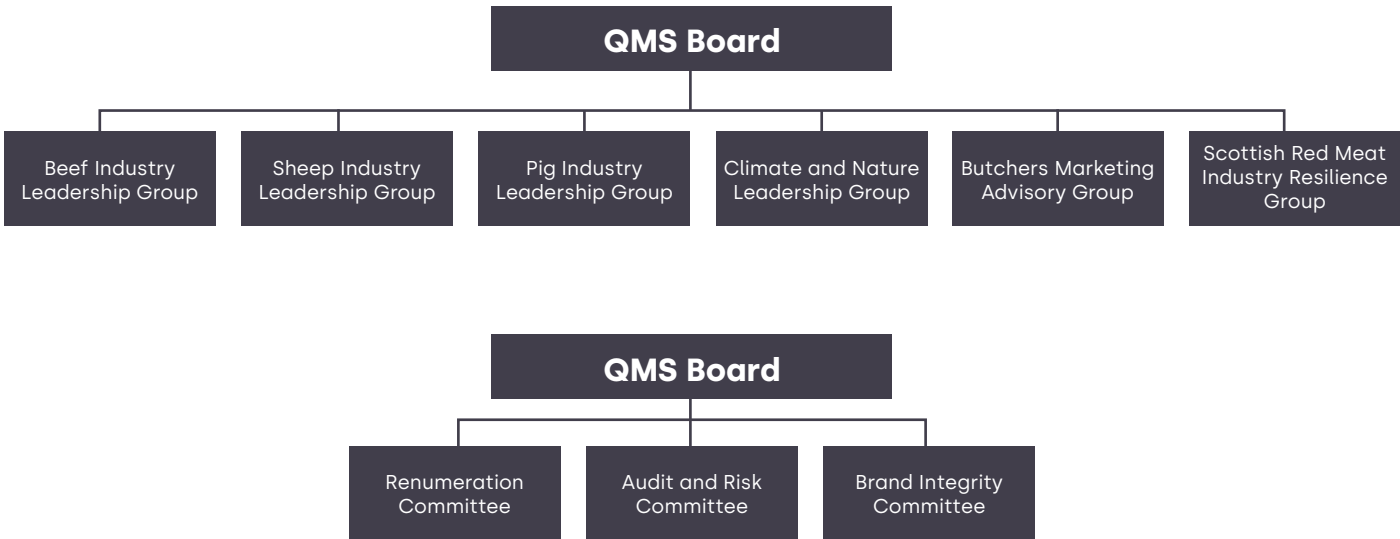
All Board members are non-executive and appointed by Scottish Ministers for a term not exceeding 4 years. Board Members may be reappointed for a second term of up to 4 years but may not exceed two terms. The appointments are made in line with the Code of Practice issued by the Commissioner for Ethical Standards in Public Life in Scotland.

The Board has corporate responsibility for ensuring that QMS achieves the Scottish Ministers' overall aim of using the statutory levy for the benefit of Scottish levy payers. QMS recognises the importance of good governance standards in the public sector and bases its approach on six principles as follows:

- Focussing on the organisation's purpose and outcomes for levy payers specifically and others generally.
- Performing effectively in clearly defined functions and roles.
- Providing effective corporate governance for the whole organisation and ensuring principles of value for money are embedded into procedures.
- Taking informed transparent decisions and managing risk.
- Developing the capacity and capability of the governing body to be effective.
- Engaging with levy payers and other stakeholders to ensure good accountability.

## QMS Committees

Underpinning the board is a range of committees, which are used to both inform and design areas of QMS's work with the businesses and service users of the outputs. During 24/25 these committees were restructured into species-specific leadership groups, chaired by members of the QMS Board, to better reflect the needs of both the organisation and the best use of time for industry members contributing. The new structure of the leadership groups is presented below:





## → Corporate Business Plan

QMS Board		Audit and Risk Management Committee	QMS Scottish Red Meat Industry Resilience Group
Ian Bentley Peter Brown Emma Buckby Jilly Duncan Grant Ann Irvine Adrian Ivory Scott Jarron Niall Jeffrey Andy McGowan Kate Rowell Carrie Ruxton Gordon Wallace		Ann Irvine Peter Brown Gordon Wallace Niall Jeffrey	QMS Board - Chair AIC Scotland Institute of Auctioneers and Appraisers in Scotland (IAAS) National Farmers Union of Scotland (NFUS) National Sheep Association Scotland (NSA Scotland) Pig Industry Leadership Group Scottish Association of Meat Wholesalers (SAMW) Scottish Association of Young Farmers Clubs (SAYFC) Scottish Beef Association (SBA) Scottish Crofting Federation Scottish Federation of Meat Traders (SFMTA)
		QMS Remuneration Committee	
		Ian Bentley Peter Brown Adrian Ivory Kate Rowell	
Climate and Nature Industry Leadership Group		QMS Sheep Industry Leadership Group	QMS Pig Industry Leadership Group
Adrian Ivory Scott Jarron John Wildman John McCulloch John McMaster Sion Williams Michael Denholm Gareth Scott Robert Gilchrist Gavin Hill	James Young Bill MacKinnon Robert Playfair-Hannay Hazel McNee Peter Moss Alex Stephen Grant Moir NFUS Representative	Kate Rowell Ian Bentley Emma Coghill Donna Smith Emma Buckby Grace Reid George Milne Joe Baker Douglas Pate Jill Hunter Kirsten Williams Tim Geraghty Callum McDiarmid Frank Clark Clive Phillips Ross Campbell NFUS Representative	Andy McGowan Gordon Wallace Jamie Wyllie Harriet Lowe Marion MacCormick Roderic Bruce Wayne Godfrey William de Klein Grace Webster Gregor Christie Sandy Howie Jill Thomson Alastair Lane
QMS Climate & Leadership Group		QMS Butchers Marketing Advisory Group	QMS Cattle & Sheep Assurance Standards Setting Body
Emma Buckby Gill Higgins Carrie Ruxton Ben McClymont Alec Telfer Lucas Dalglish Mo Mands Stuart Shaw Andrew Barbour Iain Clunie Cora Cooper Doug Bell Alistair Davidson Daye Walker Andrew Hodge NFUS Representative	Jakob Euson Patrick Stephen Gary Christie	Gordon Wallace Scott Jarron Chris Leg Steven Strachan Nigel Ovens John Saunderson Ariane Bennet Laura Black Louise Forsyth Shelly Robertson David Webster Nicola Strachan Rona MacDonald	Niall Jeffrey Hugh Fraser Lisa Hislop Ann Irvine Emma Buckby Johnnie Balfour Gary Christie Finlay McIntyre Jordie Orr Suzie England Robert Anderson John Bell Katie McIntyre Elena McWatt Grace Reid Yvonne White Simon Williams Neil Wilson

<b>QMS Auction Market Assurance Standards Setting Body</b>	<b>QMS Pig Assurance Standards Setting Body</b>	<b>QMS Haulage Assurance Standards Setting Body</b>
Robert Anderson Johnnie Balfour John Bell Emma Buckby Gary Christie Suzie England Hugh Fraser Tom Gatherer Lisa Hislop Ann Irvine Niall Jeffrey Finlay MacIntyre Elena McWatt Jordie Orr Grace Reid Yvonne White Simon Williams Neil Wilson	Peter Brown Roderic Bruce Bridge Frowd Tom Gatherer Iain Lyle Adam Marshall Jr Andy McGowan Penny Middleton Carrie Ruxton Danny Skinner Kathleen Smurthwaite Grace Webster Jamie Wyllie	Derek Armstrong Martin Bell Ronald Davidson Tom Gatherer Adrian Ivory Iain MacEachen Andy McGowan Gordon McKen John McMaster Oliver Shearman Sandy Taylor Richard White
<b>QMS Processor Assurance Standards Setting Body</b>	<b>QMS Feeds Assurance Standards Setting Body</b>	<b>Standards Coordinating Standards Setting Body</b>
Ian Bentley Jilly Duncan Grant John McMaster Bridget Frowd Katie McIntyre Atilla Morvat Bozena Thaniotis Suzie England Alex Seguino	Adrian Ivory Simon Williams	Adrian Ivory Scott Jarron Ian Bentley Kate Rowell Niall Jeffrey Pete Brown
<b>Brands Integrity Advisory Group      Membership Rules Appeals Panel</b>		
Ian Bentley Pete Brown Ann Irvine	Amy Jackson Dennis Overton Freda Scott-Park	

## 21.0 Appendix B – Strategic Management Team

### QMS Strategic Management Team:

Sarah Millar	Chief Executive
Kirsty McCormack	Executive Assistant
Debbie Phillips	Head of Corporate Services
Tom Gibson	Director of Business Development
Emma Heath	Director of Marketing
Holly McLennan	Director of Communications & External Affairs

## 22.0 Appendix C – QMS and the Scottish Government's National Performance Framework

 [Link to full framework doc](#)

### 1 General

As a result of its activities on behalf of the industry, QMS contributes to the Scottish Government's primary purpose of "increasing sustainable economic growth" and to the five strategic objectives and relevant national targets. For reference, the purposes of QMS as set out in the Quality Meat Scotland Order 2008 are:

- To increase efficiency or productivity in the red meat sector
- Improve marketing in the red meat sector
- Improve or develop services that the red meat sector provides or could provide to the community
- Improve the ways in which the red meat sector contributes to sustainable development

### 2 National Performance Framework Strategic Objectives

QMS's work on behalf of the industry contributes to all five of the Government's Strategic Objectives. QMS's main contribution is to the wealthier, smarter and greener objectives. Some work is also undertaken which contributes to the healthier objective and the safer and stronger objective.

**Wealthier and Fairer** – the overall objective of QMS is to support the development of a sustainable, professional, resilient and profitable Scottish red meat industry which makes an important contribution to Scotland Food & Drink's target of £30bn by 2030.

**Smarter** – QMS develops and manages the delivery of a range of industry programmes which are specifically designed to transfer knowledge and increase the uptake of new ideas which help to improve efficiency and drive innovation in red meat production.



## Corporate Business Plan

**Greener** – QMS continues to engage with government and the industry to enhance the environmental sustainability of red meat production.

**Healthier** – QMS contributes to the Scottish Government's strategic objective of a healthier Scotland through promoting the benefits of eating red meat as part of a healthy, balanced diet. For example, work already undertaken and future work will contribute to the Obesity Routemap.

**Safer and Stronger** – through its work in shaping a sustainable, professional and resilient development of a profitable Scottish red meat industry, QMS is helping to ensure long-term food security for Scotland.

## 3 National Performance Framework National Outcomes

There are 16 National Outcomes as follows:

1. We live in a Scotland that is the most attractive place for doing business in Europe.
2. We realise our full economic potential with more and better employment opportunities for our people.
3. We are better educated, more skilled and more successful, renowned for our research and innovation.
4. Our young people are successful learners, confident individuals, effective contributors and responsible citizens.
5. Our children have the best start in life and are ready to succeed.
6. We live longer, healthier lives.
7. We have tackled the significant inequalities in Scottish society.
8. We have improved the life chances for children, young people and families at risk.
9. We live our lives safe from crime, disorder and danger.
10. We live in well-designed, sustainable places where we are able to access the amenities and services we need.
11. We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others.
12. We value and enjoy our built and natural environment and protect it and enhance it for future generations.
13. We take pride in strong, fair and inclusive national identity.
14. We reduce the local and global environmental impact of our consumption and production.
15. Our people are able to maintain their independence as they get older and are able to access appropriate support when they need it.
16. Our public services are high quality, continually improving, efficient and responsive to local peoples' needs.

## 4 QMS's Contribution to the National Outcomes

QMS, through its stakeholders, contributes to six of the 16 National Outcomes.

*We realise our full economic potential with more and better employment opportunities for our people* (National Outcome 2). Farming and primary processing of red meat contribute approximately £2.4bn of output and £700m of value added to Scotland's economy annually. QMS brands of Scotch Beef PGI, Scotch Lamb PGI and Specially Selected Pork add value to the industry and enhance Scotland's reputation as a land of food and drink. The red meat industry is a significant contributor to Scotland's food exports. The rearing of beef cattle, sheep and pigs; the primary red meat processing sector; and their principal suppliers (including auction markets and vets) provide employment for approximately 30,400 people in Scotland. In addition, primary red meat production and processing supports approximately 2,300 jobs in other sectors of the Scottish economy, such as construction and financial services.

*We are better educated, more skilled and more successful, renowned for our research and innovation* (National Outcome 3). By developing and managing the delivery of a range of industry programmes specifically designed to transfer knowledge and increase the uptake of new ideas to help improve efficiency and drive innovation, for example, the Monitor Farms programme.

*We live longer, healthier lives* (National Outcome 6). Through our work with consumers of all ages on the importance of red meat in a healthy diet and lifestyle. QMS delivers a range of health and education activities from school visits to a school meat vouchers scheme and a healthy living bursary. A range of support materials is also produced and we work closely with National Diet Resources UK. QMS also works with partners such as the Royal Highland Education Trust on events and farm visits.

*We value and enjoy our built and natural environment and protect it and enhance it for future generations* (National Outcome 12). Our farmer stakeholders understand the land and act as custodians of the countryside significantly enhancing its biodiversity and encouraging visits to the outdoors.

*We reduce the local and global environmental impact of our consumption and production* (National Outcome 14). Through developing our understanding of the effects of climate change and reducing our ecological footprint. For example, waste reduction measures such as encouraging sourcing and purchasing of Scottish red meat products rather than imported products. Also, by providing support to the industry to improve carcase yield through increased sales of fifth quarter products. Finally, knowledge transfer activities which result in better breeding policies and healthier livestock increase production efficiency and, therefore, reduce the environmental impact of production.

*Our public services are high quality, continually improving, efficient and responsive to local peoples' needs* (National Outcome 16). For example, QMS engages in several activities designed to deliver continuous improvement in the red meat production chain. QMS also produces annual benchmarking data on cattle and sheep enterprise profitability in Scotland which is widely used by farmers and their advisors as a continuous improvement tool for increased efficiency.

## **4.5 Measuring Progress in the National Performance Framework**

The organisation currently has an overall strategy and seven specific strategies. Objectives for the implementation of these strategies are set, and these objectives are further supported by a list of activities and performance measures which are specified in a detailed management plan.

The Board considers a written progress report in advance of each Board meeting. The Scottish Government attends Board meetings and in this way is continually kept up to date with the performance of the organisation.



**Quality Meat Scotland**

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