

# Implementation Plan

*Making this vision a reality will require a phased approach, over the next eight years, with each step carefully considered and providing the solid foundations for the next step. The two phases within this vision are broadly summarised below:*

**2022 - 2025**

**Establish  
baselines and  
generate data**



**By 2030**

**Accelerate uptake,  
innovation and  
investment**

Implementation will be overseen by a Beef Industry Leadership Group, with an independent chair appointed to coordinate and provide strategic leadership on the route to 2030.

They will be supported by a QMS staff member, tasked specifically with co-ordinating outputs and activities across the strategy, to ensure that our ambitions turn into action.

Each project relates to the Key Focus Areas outlined in this strategy, within the core visions to reduce carbon emissions, develop people, increase the economic value of beef and enable global leadership animal welfare.

Here are our ambitions and more information on how we plan to achieve them...

	Project	Activities	Timeframe		Lead organisation	Supporting organisation(s)
			2022 - 2025	By 2030		
1	Industry infrastructure – Key Focus Areas 1.1 and 1.2	Work with the wider Scotland Food and Drink partnership board to establish a 'Net Zero Food and Drink Hub' supported by accredited experts who can work with businesses within the post-farm gate supply chain to reduce their scope 1 and 2 emissions.			NFU Scotland	Scotland Food and Drink, Forestry and Land Scotland, NatureScot
		Work with Forestry and Land Scotland to create a network of agroforestry demonstration sites on productive livestock farms and crofts to demonstrate and test barriers to increasing areas of agroforestry in Scotland that also maintain livestock output and productivity.				
		With NatureScot, establish a communication channel between local advisers and farmers to better refine action and priorities through the implementation of Regional Land Use Partnerships, so farmers have a clear route of engagement.				
2	Crofting Support – Key Focus Area 3.3	Review the crofting brand marque and map networks of current crofters who produce food.			Scottish Crofting Federation	Quality Meat Scotland, NFU Scotland, NatureScot
		Establish a full-time crofting environment support worker, who can work with individual and groups of crofters to identify key projects and actions to benefit nature in Scotland's crofting counties.				
3	Develop the Scotch brand to protect Scotch Beef in competitor markets – Key Focus Areas 1.2, 1.4 and 2.3	Working with retailers, consumers and the beef and lamb supply chain, undertake a cost-benefit analysis on introducing sustainability standards to the QMS Beef Quality Assurance scheme			Quality Meat Scotland	SAMW, IAAS, SCF, SBA, SCB
		Conduct research in consumer motivation behind buying/not buying beef to ensure that Quality Assurance standards remain proportionate and market driven.				



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4	Marcomms collaboration and training – Key Focus Areas 2.5 and 1.4	Work collaboratively with AHDB and HCC and identify collaborative marketing and communication projects that strengthen the reputation of the UK red meat industry both domestically and abroad.			Quality Meat Scotland	SAMW, IAAS, NFU Scotland, SCF, SBA, GMA, HCC, AHDB
		Develop a training programme that will provide members of the supply chain with the skills (including social media, photography and videography) to communicate effectively with the public.				
		Establish a cross-UK panel of red meat nutritionists and scientists who can provide independent comment on information and media reports that are critical of red meat consumption and production, to ensure that balanced coverage is easily accessible and available.				
		Work with other red meat-producing nations globally, and the Global Meat Alliance, to develop a global research bank that will audit what research is under way in key areas of consumer concern, such as health, nutrition and climate change.				
5	Develop Net Zero and Nature Restoration Route Map – Key Focus Areas 1.1 and 1.3	Develop baseline carbon emissions through a series of industry life cycle analyses from field to fork across the Scottish beef supply chain.			Quality Meat Scotland	SAMW, IAAS, NFU Scotland, SBA, SRUC
		Work with the global beef industry to benchmark both carbon emissions and biodiversity indicators using an agreed common metric.				
		Quantify sequestration assets (woodlands, peatlands, etc) that exist on Scotland’s farm base, producing a figure attributable for land that is actively managed for food production.				
6a	Field to fork: Areas for Optimisation – Key Focus Area 1.1	Work with organic certification bodies to examine barriers to increasing the number of cattle finished organically in Scotland.			SAMW	SOPA, Soil Association, Scotland Food and Drink, QMS, AIC, IAAS, SBA, SCB

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6b	Field to fork: Areas for Optimisation (cont.) – Key Focus Area 1.1	Work with the National Manufacturing Institute of Scotland to develop applied research projects with Scottish processors to identify and test technology that automates processes and reduces carbon emissions from the manufacturing process within abattoirs and packhouses in the Scottish red meat supply chain.			SRUC	
		Work with Scottish universities and innovation calls from Innovate UK to establish a remote, satellite-based system to monitor and measure grass growth in Scotland to encourage widespread adoption of grassland measurement and management.				
6c	Key Focus Area 1.1	Work with AIC Scotland and Scottish feed companies and suppliers to map out the barriers and opportunities to phase out soya, palm oil and other soya and palm oil derived products from beef cattle diets, whilst recognising the importance of maintaining flexibility within feed supply chain..			QMS	
7	Meat Quality – Key Focus Areas 1.4, 2.1 and 2.2	Undertake a review of the meat-eating quality work that has been undertaken in the UK over the past 10 years, benchmarking Scottish performance against this. Produce an action plan to accelerate work into improving meat-eating quality and consistency within the Scottish supply chain.			QMS	SAMW, IAAS, NFU Scotland, SCB, SBA
		Given changing production processes due to climate change, work with the UK nations to evaluate the EUROP grid on whether it delivers value to farmers.				
		Expand provision of 'Meat The Grade' workshops to every processor in Scotland, providing 250 places per year for producers to receive specialist training on improving specification of livestock.				
		In collaboration with research institutes via SEFARI, develop targeted research and development into the 'Scotch Difference', looking at nutritional studies to deliver face-based evidence on the quality and benefits of Scottish beef.				
		Work with processors, the UK and Scottish Government and Innovate UK to look at models to scale up the on-farm work that measures animal performance and confirmation, as a way of providing data to semi-automate the selection process for picking finished stock.				



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			2022 - 2025	By 2030		
8	Support the Haulage Sector – Key Focus Area 2.2	Recruit a full-time livestock haulage trainer, based in Scotland, to work with the Scottish livestock haulage industry. The post will involve training new entrants to the sector and providing training to established drivers in order to update certificates of competence, improving the retention and increasing access to training for new drivers.			Road Haulage Association	SAMW, IAAS, NFUS, SCB, SBA, QMS, Lantra
		Work alongside the Road Haulage Association to identify strategic locations for new lorry wash facilities and driver welfare facilities, to improve operating conditions for Scottish hauliers to help increase driver retention and encourage new entrants into the livestock haulage industry.				
9	Support the Post-Farm Gate Supply Chain – Key Focus Area 2.2, 2.5 and 2.6	Encourage and support the existing auction marts and co-operative(s) to give producers a collective voice; to operate as an intermediary between producers, the markets and the processing sector, etc; and to facilitate a greater ability to respond to market signals.			SAMW and IAAS	QMS, NFU Scotland, SBA, SCB
		Fund a contract and private kill co-ordinator to work with Scottish processors and producers. The aim is to co-ordinate private and contract kill for individual producers supplying their own box schemes or farm shops, streamlining the process, and creating capacity within the existing processing network to better develop opportunities for producers to have their own livestock killed, to create their own routes to market.				
		Review each of the city and regional deals in place across Scotland, identifying regions and areas that have been missed. Work with the Scottish and UK Governments to scope a 'rural deal' for Scotland to align investment in these areas that includes strategic investment in the Scottish beef supply chain.				
10	Legislation and legal planning/ support – Key Focus Area 2.6	Work with the UK and Scottish Governments to understand the fiscal impact and levers that could be used to create a taxation incentive to let tenanted farms for a minimum five-year period, based on the system in the Republic of Ireland.			NFU Scotland	QMS, SBA, SCB, Scotland Food and Drink, Scottish Leather, SAC Consulting
		Work with the Scottish Land Commission to establish a Scottish Succession Mentoring Service, which can offer independent advice, support and mediation during farm business succession.				
		Expand provision in the permitted development rights within Scottish planning legislation to allow additional modern housing for members of the farming business to be built on Scottish farmland, reducing the loss of rural youth from the farming community due to a lack of available housing.				



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			2022 - 2025	By 2030		
11	Research, Promotion and Product Development – Key Focus Areas 1.3, 1.4 and 2.2	Work with Scotland Food and Drink and other partners to invest in additional insight development and research that is then used to underpin marketing and communications activity by QMS.			QMS	NFU Scotland, SBA, SCB, Scotland Food and Drink, Scottish Leather, SAC Consulting
		Undertake a research and insight review of what other food and drink products are being purchased by the demographic the 'Scotch' brand is targeting and look to adopt joint marketing initiatives.				
		Work with retailers, processors and farmers to look into the development of a top-tier brand that, through additional optional Quality Assurance Standards, will encourage primary producers to implement change that is rewarded by the market, aligning this with the Sustainably Scottish work proposed by the Scottish Government.				
		Further develop the established 'Meat With Integrity' and 'Make It' Campaigns to focus on the role of vitamin B12 and key sustainability messaging, aligning this with retailers, butchers and purchase pathways.				
		Study the viability of developing a Scotch brand for 'fifth quarter skins and hides, underpinned by quality assurance.				
		Use the Food Innovation hubs throughout Scotland to develop a pipeline of food product research and development to invest in a new generation of beef and beef co-products.				
12	International Promotion – Key Focus Areas 2.3 and 2.4	Develop a bespoke training programme for SDI to increase the team's knowledge of red meat production and producers in Scotland.			QMS	NFU Scotland, SBA, SCB, Scotland Food and Drink, SAC Consulting
		Develop the Scotch Chefs Club and Scotch Butchers Club to identify and promote hospitality and butchers internationally who are using Scotch Beef PGI.				
		Establish a regular insight mapping programme of key and emerging export markets, showing consumer demand, potential market penetration, and barriers for Scottish red meat exporters.				
		Form a Scottish Red Meat Export Development Working Group, comprising UKCEP, DEFRA, DIT, the Scottish Government, SDI, SAMW, Scottish processors and FSS to meet quarterly, enabling the appraisal and issue escalation of longterm export opportunities in the red meat sector.				



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			2022 - 2025	By 2030		
13	Investment in auction markets – Key Focus Area 2.2	Work with the IAAS and local authorities to examine the viability of bringing increased investment to auction market sites across Scotland, developing them as strategic rural hubs that offer a place for training, connecting, working and undertaking business in rural Scotland.			IAAS	NFU Scotland, QMS, SBA
		Fund an electronic auction system, working with the established Scottish auction markets, to stimulate competition in the prime stock, cull cow and bull sector to address the imbalance of power in the supply chain.				
14	Assessment of currently available initiatives for training and work-based learning in beef sector and supply chain – Key Focus Areas 3.1, 3.2 and 3.3	Undertake a mapping exercise to establish the current skills and training provisions within the beef sector and numbers participating.			NFU Scotland	SDS, QMS, SBA, LANTRA, SFD, SFDF
		Work with the wider industry and skills groups to develop and better communicate and understand the value, availability, and funding routes for work based learning across the supply chain within the beef sector.				
		Based on need, develop collaborative opportunities for businesses and employees to participate in work-based and vocational learning, with activities being centrally co-ordinated for maximum uptake.				
		As part of a cross-sectoral approach, develop a new Monitor Farm Scotland programme that offers a place-based knowledge transfer mechanism and blended learning opportunities, to identify local solutions and create local networks to increase update of change at primary production level.				
		Alongside the Red Meat Net Zero Route Map, create a plan to support reskilling, upskilling, and training across the supply chain for the transition to net zero.				
15	Mental health and wellbeing support – Key Focus Area 3.4	Develop a Red Meat Mentoring Programme to develop meaningful relationships to further business success and mental wellbeing between constituent parts of the red meat supply chain.			RSABI	5 Agri, QMS, NFU Scotland, SCB, SBA, SAMW, Yellow Wellies
		Work with the Health and Safety Executive to develop online modules to train the beef sector workforce, to improve their health and safety and reduce the number of accidents and fatalities within agriculture.				
		Create a red meat industry online mental wellbeing assessment tool to help identify poor mental health and wellbeing, and provide necessary signposts to support agencies.				
		Work with mental wellbeing organisations to develop an online course to train those within industry (feed representatives, vets, auctioneers, mentors etc) to identify poor mental wellbeing and signpost to advice.				

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16	Continuing Professional Development (CPD) – Key Focus Areas 3.1 and 3.3	Develop a suite of Red Meat Sector CPD courses aimed at farmers, auction staff, hauliers, butchers, processors and chefs.			Lantra	RMRG, Skills for Farming
		Identify access barriers to CPD, such as technophobia, dyslexia and connectivity, and ensure accessibility is built into existing and new knowledge transfer and CPD provision.				
17	Outline career paths and opportunities and work with education providers – Key Focus Area 3.1	Establish clear blueprints of the various career pathways for entry level and career progression within the supply chain and develop these into easy-to understand assets that can be used by careers advisers, teachers, lecturers and others.			QMS	SAMW, SBA, IAAS, SCB, RHET, Skills for Farming, NFU Scotland
		Appoint a dedicated cross-supply chain task force to seek out opportunities to work with pupils, career influencers and the ‘Developing the Young Workforce’ (DYW) initiative to highlight opportunities within the beef industry, including work experience, placements and apprenticeship opportunities.				
		Develop a bank of assets and resources that highlights the opportunities, range of careers and skills developed within the beef industry.				
		Support educators to teach pupils about red meat production by providing relevant resources and teacher training.				
18	Connect industry with potential workforce – Key Focus Area 3.1	Seek opportunities to attract new groups of people into the industry, such as asylum seekers, ex-offenders, ex-Services, and groups of recently unemployed workers, ensuring that the industry has an easy to access point of information to encourage joining.			Scotland Food and Drink	RHET, SBA, SCB, NFUS, SAMW, IAAS
		Work with the Scottish Red Meat Resilience Group partners to develop an open list of individuals and businesses within the beef sector who are willing to engage with education to schools and consumer groups, developing effective resources and training to enable them to undertake this.				





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			2022 - 2025	By 2030		
19	Tertiary education – Key Focus Area 3.1	Working with colleges and universities, create an advanced apprenticeship in the red meat industry suitable for qualified career changers and graduates, providing them with a supported route into the red meat industry.			QMS	FU Scotland, IAAS, SAMW, SBA, Scotland Food and Drink, FDF Scotland, RHET, SCB
		Work with the Scottish Red Meat Resilience Group partners to build the case for every undergraduate degree at Scottish Agricultural Colleges to include a mandatory industry placement year, and work with members of the red meat industry to develop appropriate industry placements that can be offered to students.				
		Develop a Scottish Red Meat Industry Graduate Training Programme that works across the supply chain, to identify opportunities for graduates to move into industry, with a designed programme of industry support to encourage completion.				
		Develop a bolt-on beef sector-specific module to be offered to those from the Scottish beef sector participating in the Scottish Enterprise Rural Leadership Programme.				
20	Red meat industry careers – Key Focus Area 3.1	Expand the ‘Butchery Careers Project’ into a wider ‘Red Meat Industry Careers’ project, comprising a fully resourced website, promotional material, interactive jobs matcher and work experience advertising portal.			QMS	SBA, Scotland Food and Drink, FDF Scotland, RHET, SCB
21	Register of advisers and change management programme – Key Focus Area 3.3	Following the model for agronomists in the UK, create a ‘Register of Beef Advisers’ to formalise and drive up the standard of advisory provision in the beef sector.			SAOS and Scottish Beef Association (NBA to support)	QMS, SBA, NFUS, IAAS, SAMW, SAC Consulting, 5 Agri
		Work with the Scottish Red Meat Resilience Group, researchers and behavioural psychologists to develop a beef sector change management programme that pulls together the changes to agricultural support policy, changing financial and legislative landscape, and identifies key behavioural changes and mechanisms to aid a smooth transition.				
22	Establish network for communication and knowledge exchange around animal health – Key Focus Area 4.1	Create a nationally funded communications programme, based on the findings from the North East Neonatal Calf Loss Programme and other projects, to give producers Scotland specific insight into factors influencing calf loss.			Livestock Health Scotland	Mordun, SEFARI, SRMRG, ScotEID, SAOS.
		Develop a national programme to control Johne’s disease and Infectious Bovine Rhinotracheitis (IBR) within the Scottish herd.				
		Through industry knowledge exchange programmes, develop messaging encouraging the culling of unproductive animals.				

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			2022 - 2025	By 2030		
23	Support the veterinary profession – Key Focus Areas 4.1, 4.2 and 4.3	Work with the Scottish Veterinary Service to examine how integrated support between public and private veterinary delivery could deliver a One Health approach to antibiotic reduction across the Scottish beef herd.			BVA Scotland	QMS, NFU Scotland, SBA, IAAS, SAMW, SRUC
		Work with the new Scottish Veterinary Service steering group to develop public private partnerships to assist in the development of annual herd health plans in remote rural areas of Scotland, underpinning livestock production in fragile rural areas.				
		Use of EPIC's disease models with the parameters of a changing beef industry to understand how disease might be best controlled under modelled industry change scenarios.				
		Communicate positive messages around the value and benefits of vaccination in improving health and productivity (as per the new NOAH livestock vaccination guidelines), and reducing avoidable antimicrobial use.				
		Support the development of large animal livestock vets, working with veterinary colleges across Scotland to provide appropriate work experience and on-the-job training opportunities at a range of beef enterprises, and support and mentorship from key industry bodies. In addition, develop a cross-sector communications campaign to 'sell' the role of mixed practice/large animal vets, and veterinarians within the food production sector to graduates and qualified vets				
24	Collaboration with dairy industry – Key Focus Area 2.5	Work alongside the Scottish dairy industry to identify a network of businesses to rear calves coming out of the dairy industry, utilising existing infrastructure and assets to maximise output.			IAAS	NFU Scotland, SAMW, AHDB, QMS
25	Traceability, data capture and transfer of information – Key Focus Areas 2.5 and 4.4	Expedite the introduction of EID for cattle, creating efficiencies in data capture and flow, and providing greater ability to monitor stock performance.			SAOS	NFU Scotland, QMS, SBA, IAAS, SAMW, SCB
		Augment existing farm livestock traceability with abattoir feedback in terms of killing weights and grades in a dashboard format to breeders and finishers, to give valuable feedback to aid efficiency of production and help them meet market requirements.				
		Work with the Moredun Research Institute to accelerate the commercial development of Targeted Selective Treatment (TST) technology in cattle as part of the evolution of EID.				



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			2022 - 2025	By 2030		
25	Traceability, data capture and transfer of information (cont.)	Work with partners in Scot EID, the Scottish Government, DEFRA and others to develop a Scottish interface to the ruminant E-medicine book compatible with each of the domestic movement services and farm software packages, to ensure a smooth transfer of information with animals.			SAOS	
		Set up an agricultural digitisation steering group, comprising national organisations such as the Digital Transformation Service, Data Lab, Smart Rural and ScotEID, alongside relevant Agri-Tech Centres of Innovation and key supply chain groups, to develop a pathway to digitise and automate data collection and sharing from field to fork across all Scottish agricultural products.				
		Design and implement a national Scottish Genetic Management database as scoped in the QMS Scotch Beef PGI Traceability and Performance project.				
26	Good practice in animal welfare and reporting system – Key Focus Area 4.5	Establish a secure and independent notification service to report concerns around animal welfare from any point in the supply chain. This service should act as an independent adjudicator and should be able to access support, advice and training services if needed.			RSABI	IAAS, SAMW, SBA, SAMW, FSS, Scottish SPCA



