Quality Meat Scotland

Minutes of the 93rd Meeting of the Board
23rd April 2026
Rural Centre Boardroom

Present:
Kate Rowell (Chair)
A. Irvine (online)
A. McGowan (morning)
C. Ruxton (online)
E. Buckby (online)
J. Duncan Grant
N. Jeffrey
A. Ivory
I. Roebuck
F. Ross
G. Scott

In Attendance:
S. Millar (Chief Executive)
D. Phillips (Standards Officer)
P. Byrne (Accountant)

Minutes:
Laurie Adam

Apologies: G. Wallace

Item No.	Detail	Action
1.0	**Welcome & Apologies** Kate welcomed everyone to the meeting. There was an apology from Gordon Wallace.	
2.0	**Additions to the agenda** There were no additions to the agenda.	
3.0	**Declarations of interests in any agenda item** The following board members declared an interest as being Quality Assurance members and levy payers however these did not conflict with any agenda item: • Emma Buckby • Niall Jeffrey • Jilly Duncan Grant • Ann Irvine • Kate Rowell • Adrian Ivory • Gareth Scott • Isla Roebuck • Frank Ross Andy McGowan declared an interest due to his membership of SAOS and SF&D	

	Boards Carrie Ruxton declared that she has provided consultancy services to QMS, but this did not conflict with any agenda item.	
4.0	**Minutes of Board meeting on 19th February 2026** The minutes of Board meeting on 19th February 2026 were approved.	
5.0	***Commercial in confidence* – Update on Action Points** All actions were complete ahead of the meeting.	
6.0	**Chairs Report** The Board received an update from the Chair on recent engagement activity and Board succession planning. The update covered: • Successful political engagement events held during March. • Progress on future Board appointments and improvements to the appointments process. • Planning for forthcoming Chair and Board member changes, including succession and handover arrangements. • Ongoing Board appraisals and development of a skills matrix to inform future recruitment needs. • A successful stakeholder event held in Aberlour. **<u>Action: Laurie to send out the Knowledge and Skills document to new Board members, Frank Ross, Isla Roebuck and Gareth Scott.</u>**	**Laurie**
7.0	**Chief Executives Report** The Board received an update from the Chief Executive on organisational priorities, current risks and key sector matters. The Board agreed to invite relevant external representatives to a future meeting to discuss levy-related matters. **<u>Action: Sarah to invite relevant Sofina Foods representatives to the June Board meeting scheduled for 25 June 2026.</u>**	**Sarah**
8.0	**Financial Report 12 months to 31st March 2026** The Board reviewed the final Financial Report for 2025/2026.	
9.0	**Review of Reserve's Policy – Discussion Not Required** The Board noted that the Reserves Policy had been reviewed during December 2025 and February 2026.	

10.0	**Committee Updates – Membership** Kate provided an update to the Board on Committee Membership updates. This included the following: • Frank Ross – Remuneration Committee member • Isla Roebuck – Audit and Risk Committee member • Carrie Ruxton – removed from Audit and Risk Committee • Gareth Scott – Cattle and Sheep Standards Setting Body Committee member • Frank Ross – Chair of Haulage Assurance Standards • Jilly Duncan Grant – Chair of Auction Mart Assurance Standards Setting Body • Isla Roebuck – Chair of Processors Assurance Standards Setting Body • Frank Ross – Feeds Assurance Standards Setting Body Committee member • Gareth Scott – Sheep Industry Leadership Group Committee member (with the intention of taking on role as Chair following Kate's departure in 2027) **Action: Laurie to update Membership Committee Updates and remove Carrie Ruxton from Audit and Risk Committee.** **Action: Board to explore potential independent vets to join the Cattle and Sheep Standards Setting Body.**	**Laurie** **QMS Board**
11.0	**Corporate Governance (Delegated to Audit and Risk Management Committee)** Debbie provided an update on the governance documents listed for information purposes. Debbie shared the following information with the Board: • Risk Register was reviewed at the previous Audit and Risk meeting, and amendments were provided to the Board. • Scheme of Delegation – Chairs semi closed session was added to the Remuneration Committee Terms of Reference. The Board discussed the length of the FOI list. Debbie shared that the majority of these were general rather than specific targeted FOIs.	
12.0	**Committee Meeting Updates** The Chairs of Committees provided the Board with an update on the recent Committee meetings. These took place on the following dates: • Audit and Risk Committee Meeting – 5th March (Ann Irvine) • Beef Industry Leadership Group Meeting – 26th February (Adrian Ivory) • Pig Industry Leadership Group Meeting – 3rd March (Andy McGowan) • Scottish Red Meat Resilience Group Meeting – 17th March (Kate Rowell) • Brands Integrity Advisory Group Meeting – 26th March (Carrie Ruxton) **Action: Debbie to update the dates from 2025 to 2026 within the Scheme of Delegation document.**	**Debbie**

14.0	**Data Use** **Tim Bailey (SAOS in attendance)** **SMT in attendance** Kate thanked SAOS Chief Executive, Tim Bailey for joining the QMS Board meeting. Tim presented information on the following to the Board: • Background to SAOS • Data Strategy • Data Solution The Board discussed the pros and cons to the SAOS Data Strategy and Data Solution in relation to QMS and Scottish Farmers. Kate thanked Tim for his attendance. Time left the meeting at this point.	
15.0	**Strategic Indicators Update** **SMT in attendance** Sarah provided an update to the Board on the Strategic Indicators Update document. Sarah provided an overview of the 2025/2026 changes, which were indicated by red, amber and green arrows as well as baselines. Holly McLennan shared there is going to be a revamp of the QMS podcast, with two new podcast hosts. She shared that there will be two shorter podcast episodes released each month, one with an industry focus and the other focussed on QMS updates.	
16.0	**Final Update Report & Implementation Plans 2025 / 2026** **SMT in attendance** Debbie Phillips presented highlights and challenges for the Corporate Services Department to the board. Tom Gibson presented highlights and challenges for the Business Development Department to the Board. Emma Heath presented highlights and challenges for the Marketing Department to the Board. Holly McLennan presented highlights and challenges for the Comms and External Affairs Department to the Board.	
17.0	**Gamechanger Projects Update** **SMT in attendance** The Board received an update on the Gamechanger Projects, including progress on sector development work and activity to support assurance, sustainability and future industry priorities.	

20.0	**SPECC Update** **Emma Heath in attendance** Emma Heath provided an update to the Board on the SPECC update and a paper was provided to the Board ahead of the meeting.	
22.0	**Chairs Semi-Closed Session**	
23.0	**Chairs Closed Session**	
24.0	**Close**	