

QUALITY MEAT SCOTLAND

Minutes of the Sixty Fifth Meeting of the Board
 24th September 2020, 9.30am – 3.45pm, Zoom Video Call

Present:

- K. Rowell (Chair)
- A. Irvine
- A. McGowan
- C. Milne
- G. Milne
- G. Wallace
- J. Gibson
- J. Fitzpatrick
- L. Welsh
- P. Sleigh
- S. Henderson
- S. Mackie

In Attendance:

- A. Clarke (Chief Executive)
- H. Curran (Sponsor Team)
- P. Byrne (Accountant)

Minutes:

- K. McCormack

		ACTION
1.0	Welcome and Apologies Kate Rowell welcomed everyone to the sixty fifth QMS Board meeting. There were no apologies.	
2.0	Beef Sector Strategy Douglas Bell presented the Beef Sector Strategy to the Board which led to a discussion where the following actions were agreed: Kirsty McCormack to email out Doug’s presentation to the Board. If Board members would like to be part of the Steering Group or focus groups, please contact Doug. If Board members have any suggestions of who else should be part of the focus groups, please contact Doug Doug to look into putting together an easy to read graphic to explain the Beef Sector Strategy. Sarah Millar gave a quick update on the Food & Farming Group that she is involved in.	KM ALL ALL DB
3.0	Additions to the Agenda There were no additions to the agenda.	
4.0	Declaration of interests in any agenda item There was no declaration of interests.	

5.0	<p>Minutes of Board update meeting on 27th July 2020</p> <p>Gordon Wallace highlighted that regarding agenda No. 12 - Scotch Butchers Club Strategy, National Catering Butchers should be changed to NCB Foodservice.</p> <p>Kirsty is to make this change.</p> <p>The minutes were agreed as an accurate record of the meeting with no other changes to be made.</p>	KM
6.0	<p>Update on Action Points</p> <p>The action points were reviewed and with no further updates.</p>	
7.0	<p>Financial Report 5 months to 31st August 2020</p> <p>Paul presented the finance report for the last 5 months to the 31st August 2020 with no areas for concern.</p> <p>Paul highlighted the budget reallocation page which is not usually brought to the Board however it was an action from the last Board meeting. Paul advised that he has monthly department budget meeting's and that Alan Clarke approves all budget reallocations.</p>	
8.0	<p>Review of Reserves Policy</p> <p>Paul presented the reserves policy and advised that the QMS appetite for risk be set at medium.</p> <p>The Board reviewed and approved the Reserves Policy.</p>	
9.0	<p>Bank Short Term Deposit Rates & Amounts</p> <p>Paul Byrne presented the paper on Bank Short Term Deposit Rates & Amounts.</p> <p>Discussions were had on what should be done with the remaining deposit. Thoughts were to possibly put it into an instant access account if the interest rates were good and potentially to be available after a few months rather than a year. The suggestion of having a 50/50 split with a range of maturity dates was also raised.</p> <p>It was agreed for Paul and Debbie to look into the Skipton building society to look at their instant access account interest rates as it may be higher than others that are currently available.</p> <p>It was agreed for this agenda item be put on the agenda for the planning day on the 8th October for Paul to come back to the Board with a few options for a decision to be made.</p>	PB/ DP KM PB
10.0	<p>QMS Code of Conduct</p> <p>Kate Rowell advised that this paper had been shared with the Board for information purposes only to refresh them of the policy.</p>	

	Alan advised that we could potentially arrange a training course on Code of Conduct which Board members can attend. This is more for new Board members however anyone can join.	
11.0	<p>Annual Review of Membership of QMS Committees</p> <p>The Board reviewed the paper with member suggestions for all QMS committee's and agreed on the following decisions required:</p> <ol style="list-style-type: none"> 1. Are the Board comfortable with each of the suggestions? 2. Would you like to add any additional members? 3. Would anyone like to be considered for any additional role not stated in the paper? <p>It was raised that a Standards Setting Coordinating Body meeting date should be scheduled soon.</p> <p>Jock Gibson raised that there should potentially be a new committee for foodservice. Alan agreed to speak with Board members, Jock, Gordon and Sarah to discuss this.</p> <p>Kirsty captured all of the agreed decisions which Alan will review with the Executive Team and Chairs of each committee. A final list of changes to committee's will be sent to the Board for sign off.</p>	<p>KR</p> <p>AC</p> <p>AC</p>
12.0	QMS Committees	
12.1	<p>Cattle & Sheep Industry Advisory Group – 16th July 2020</p> <p>Scott Henderson gave an update from the last Cattle & Sheep Industry Advisory Group meeting which covered the following topics</p> <ul style="list-style-type: none"> • Change to In Dev Workplan • Podcast Positive Feedback • Update on Scotch Beef Traceability and Performance Project • Update on Monitor Farm Legacy Project • QMS Industry Recovery Plan 	
12.2	<p>Butchers Marketing Advisory Group – 13th August 2020</p> <p>Jock Gibson gave an update from the last Butchers Marketing Advisory Group meeting which covered the following topics:</p> <ul style="list-style-type: none"> • New Butchers Club strategy and branding approved • Scottish Craft Butchers collaboration • Timeline of events planned for remainder of 2020 and 2021. • Launch of Club planned for October with 4 butchers from across the country • Graphics & branding installed in a 'model shop' to showcase what good looks like (The Butchery, Lockerbie) • Processors all on board with direction of travel of club. Weekly communication. • 6 new members joined The Butchers Club. <p>The Board praised Jock, Tom Gibson, Gordon Newlands and Lesley Cameron for their hard work and the results of the new strategy and rebranding of the club.</p>	

12.3	<p>Audit & Risk Management Committee – 19th August 2020</p> <p>Ann Irvine gave an update from the last Audit & Risk Management Committee meeting which highlighted the Internal Audit – Proposed 3 year plan:</p> <p>2020/ 2021</p> <ul style="list-style-type: none"> • Risk Management • Market Development • Follow up review <p>2021/ 2022</p> <ul style="list-style-type: none"> • GDPR • Core Financial Controls (Creditors Payments and Corporate Credit Cards) • Follow up review <p>2022/ 2023</p> <ul style="list-style-type: none"> • Consumer Assurance Schemes • Stakeholder Engagement • Follow up review <p>Ann advised that discussions were had around having an additional audit on HR Recruitment and Retention within the 3 years as the last time there was one was in 2017/ 2018. The final 3-year plan will be agreed at the October meeting</p> <p>Ann presented the 6 policies and procedures that had been approved at the meeting which were put to the Board to review.</p> <p>The Board reviewed and approved the following policies and procedures:</p> <ul style="list-style-type: none"> - Agile Working Policy - Flexible Working Policy - Off-site Visits Policy - Business Travel Expenses Policy - Internal Communications Policy - Temp Two Year Holiday Policy <p>Charles asked if QMS had a Biosecurity policy especially from an African Swine Fever perspective. Alan advised that he would check and if not, we would put one together.</p>	AC
12.4	<p>Cattle & Sheep Standards Setting Body – 19th August 2020</p> <p>Kate Rowell gave an update from the last Cattle & Sheep Standards Setting Body Interim meeting which covered the following topics:</p> <ul style="list-style-type: none"> • Fibrophos • P-Grow 	
12.5	<p>Remuneration Committee – 23rd June & 27th August 2020</p> <p>George Milne gave an update from the recent Remuneration Committee meetings which covered the following topics:</p> <ul style="list-style-type: none"> • Staff Coronavirus Survey Results • Executive Team salaries & staff structure 	

	<p>George highlighted that the results from the staff survey showed that staff would like to do a blended approach when returning to the office so having a 50:50 split between working from the office and working from home. This is currently being reviewed.</p> <p>George notified the Board that at both meetings we had in depth discussions regarding Executive Team salaries & staffing structures which resulted in a special Board meeting on the 31st August. As the meeting was last minute and with the proposal paper not being sent out till a couple of days before, it did not give a lot of time for big decisions to be thoroughly thought through. So, it was agreed that we would let everyone take a few weeks to review the paper in detail and for us to review the decisions together at today's meeting to get an agreement.</p> <p>This moved us onto the next agenda item.</p>	
<p>13.0</p>	<p>Staff Refocus</p> <p>Alan Clarke presented the proposed changes to the QMS Staff structure which resulted in the following decisions being made:</p> <p>The Board agreed to the following decisions:</p> <p>7.1 The need to make these adjustments and the overall direction of travel? 7.2 Making these decisions time bound for 12 months with a review after 9 months? 7.3 The expansion of the Strategic Engagement Department? 7.4 Moving Sarah Millar to become Director of External Affairs? 7.5 Extending Bruce's temporary contract as Head of Industry Development by 12 months? 7.6 Refocusing Maria to provide support to marketing and Corporate Services?</p> <p>An additional decision was requested and agreed by the Board:</p> <p>7.7 Recruit an additional member of staff for the Brands Integrity team?</p> <p>Alan highlighted that with these changes, there would be no changes to salaries.</p>	
<p>14.0</p>	<p>Review of Key Strategic Impact Indicators</p> <p>Stuart Ashworth presented the Key Strategic Impact Indicators paper from the previous year and highlighted that this paper is presented to the Board every November however he is unsure if it is necessary anymore.</p> <p>It was agreed for the Board to review the following required decisions and to email their thoughts to Stuart by Monday 12th October:</p> <ol style="list-style-type: none"> 1. Is it relevant? 2. If relevant do we need to change the format? 3. Suggestions for a new format? 	<p>ALL</p>
<p>15.0</p>	<p>Implementation Plans Highlight Report & Plans 2020/ 2021</p> <p>Alan Clarke gave an overview of the department's progress towards working through their implementation plans which covered the highlights and challenges since April.</p>	

	<p>The Board asked for Doug to share information on cattle EID. Doug agreed to email across some documents with up to date information.</p> <p>Lesley Cameron presented an update of the Marketing & Communications activities that have taken place from March 2020 and will be done over the next few months.</p> <p>Kirsty is to share Lesley's presentation with the Board</p>	<p>DB</p> <p>KM</p>
<p>16.0</p>	<p>Chief Executive's Report</p> <p>Alan discussed with the Board the current situation with the office. As staff will not be going back to office full time he has had meetings with NFUS and SF&D on how we can collaborative work together in the Rural Centre in shared space along with other food and drink trade associations.</p> <p>Alan advised that this will be put onto the agenda for the planning day on the 8th October to discuss in detail.</p> <p>Alan shared that Debbie Phillips has been looking into moving all of our IT programs to an integrated cloud-based software system. This has become a high priority with everyone working from home. The cost of setting this up would be circa £18k. The Board agreed to proceed with the proposal.</p>	<p>KM</p>
<p>17.0</p>	<p>Chair's Report</p> <p>Kate Rowell updated the Board on the meetings and activities that she has been a part of over the couple of months:</p> <ul style="list-style-type: none"> • Farming roundtables meetings • Meat business women events • OEC bitesize meetings • Presented to Borders group • JTC meetings <p>Kate advised that next week she is attending an NSA meeting and the NFUS Lothian & Borders Livestock Committee meeting.</p> <p>Kate suggested that she would like to write a letter to QMS staff from herself and the Board to thank them for all of their hard work throughout this difficult year. The Board agreed for this to happen.</p>	<p>KR</p>
<p>18.0</p>	<p>Review of Meeting with Mr Fergus Ewing MSP</p> <p>A discussion was had regarding the Internal Market white paper. Alan advised that he would speak to Stuart Ashworth to see if we have anything in writing on this topic and would share with the Board.</p> <p>It was agreed that the Review of Meeting with Mr Fergus Ewing MSP would be put on as an agenda point at the planning day on the 8th October.</p>	<p>AC</p> <p>KM</p>
<p>19.0</p>	<p>Any Other Business</p> <p>There was no other business raised</p>	

20.0	Chair's Closed Session Kate Rowell had a closed session with the Board.	
	There being no further business, the meeting was closed. The next key dates are as follows: Thursday 8 th October – QMS Board and ET Planning Day Tuesday 27 th October – QMS Board and ET Planning Day Thursday 12 th November – QMS Board Meeting Thursday 10 th December - Approval of 2021/ 2022 Plans Tuesday 26 th January – Extra date if required for Final Approval of 2021/ 2022 Plans Thursday 25 th February – QMS Board Meeting	