

From: Jim McLaren [redacted]
Sent: 11 May 2018 08:35
To: [redacted]Voas S (Sheila) <Sheila.Voas@gov.scot>
Cc: [redacted]
Subject: RE: QMS Board sift

[redacted]

Having reviewed the application and my scoring of candidate [redacted], I am content with things as they stand. This person scored an "11" by my system of adding up my scores for the 3 criterion on the front page. 4 , 3 , 4 .

They were one of eight who scored the same total by my scoring system, of whom we are interviewing only 2. One of the people we are interviewing scored as low as 7 in my system of looking at their combined skills!

So I am content to leave the interview list as it is, but I am not happy about the system for comparing people with broad knowledge against those with much narrower, if more in depth knowledge in one area.

I feel this needs to be resolved before the interviews.

Very best regards
Jim

From: Voas S (Sheila)
Sent: 14 May 2018 18:30
To: [redacted] Jim McLaren [redacted]
Cc: [redacted]

Subject: RE: QMS Board sift

All

For me that is the correct score for candidate [redacted]. They were not someone I would have selected for interview if it was just up to me.

I agree with [redacted] about the scoring of the priority criteria and merits of broad and shallow versus narrow and deep and cognoscent that whatever choices we make we need to remember the credibility of the board in the eyes of both farming industry and generally – but am more relaxed that the breadth of knowledge can be teased out using the presentation and role play, and not just relying on the competency based questioning. At the end of the day we have written a specification of what is required, but agreed upfront that there are other factors such as being a levy payer, will be taken into account, which to my mind gives a degree of flexibility overall.

Happy to discuss

Sheila

Sheila M Voas, BVM&S, MRCVS
Chief Veterinary Officer (Scotland)
Animal Health and Welfare Division,
Agriculture and Rural Economy Directorate,
The Scottish Government
Saughton House, Spur P, Edinburgh, EH11 3XD

Phone [redacted]
Fax [redacted]
Mobile [redacted]
email: sheila.voas@gov.scot

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From: Voas S (Sheila)
Sent: 14 May 2018 18:30
To: [redacted] Jim McLaren [redacted]
Cc: [redacted]
Subject: RE: QMS Shortlist

Looks ok to me
Sheila

Sheila M Voas, BVM&S, MRCVS
Chief Veterinary Officer (Scotland)
Animal Health and Welfare Division,
Agriculture and Rural Economy Directorate,
The Scottish Government
Saughton House, Spur P, Edinburgh, EH11 3XD

Phone [redacted]
Fax [redacted]
Mobile [redacted]
email: sheila.voas@gov.scot

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From: Jim McLaren [redacted]

Sent: 15 May 2018 06:08

To: [redacted]

Cc: [redacted] Voas S (Sheila) <Sheila.Voas@gov.scot>; [redacted]

Subject: Re: QMS Shortlist

[redacted]

Many thanks for this.

I am not at home to review the candidate list, but I assume others have checked that these are the correct applicant numbers who made it through the sift.

They are certainly the correct chair candidates

In terms of the programme of interviews, I thought that we had decided on keeping the first day for chair interviews and decision making only?

We were going to have 6 candidates on the second day and 5 on the third day?

I think this will be better, but others may remember differently?

I will speak to colleagues at QMS to firm up the role play details.

When do you require this for [redacted]?

Very best regards

Jim McLaren

From: Voas S (Sheila)
Sent: 15 May 2018 17:15
To: [redacted] jim[redacted]
Cc: [redacted]
Subject: RE: QMS Board sift

Hi [redacted]

Just to clarify, I thought that the QMS board terms required that a certain proportion of the board are levy payers. I may be mistaken about that - Jim/ [redacted] please will you clarify.

Sheila

Sheila M Voas, BVM&S, MRCVS
Chief Veterinary Officer (Scotland)
Animal Health and Welfare Division,
Agriculture and Rural Economy Directorate,
The Scottish Government
Saughton House, Spur P, Edinburgh, EH11 3XD

Phone [redacted]
Fax [redacted]
Mobile [redacted]
email: sheila.voas@gov.scot

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From: Jim McLaren [redacted]
Sent: 15 May 2018 17:34
To: Voas S (Sheila) <Sheila.Voas@gov.scot>
Cc: [redacted]
Subject: Re: QMS Board sift

Sheila.

It is a 50% requirement.

We are already at that without any more.

All the chair candidates are current levy payers so the need to score does not arise there either.

All the best.

Jim McLaren.

From: Voas S (Sheila)
Sent: 15 May 2018 17:40
To: Jim McLaren [redacted]
Subject: RE: QMS Board sift

OK
I thought it might give us enough wriggle room.

Sheila M Voas, BVM&S, MRCVS
Chief Veterinary Officer (Scotland)
Animal Health and Welfare Division,
Agriculture and Rural Economy Directorate,
The Scottish Government
Saughton House, Spur P, Edinburgh, EH11 3XD

Phone [redacted]
Fax [redacted]
Mobile [redacted]
email: sheila.voas@gov.scot

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From: Jim McLaren [redacted]
Sent: 15 May 2018 17:42
To: Voas S (Sheila) <Sheila.Voas@gov.scot>
Subject: Re: QMS Board sift

Thanks Sheila.

I have put in apologies for the dinner tonight. Just taking off from Birmingham.

All the best.

Jim McLaren.

From: Voas S (Sheila)
Sent: 15 May 2018 18:35
To: Jim McLaren [redacted]
Subject: RE: QMS Board sif

Thanks Jim
Have a safe flight.
S

Sheila M Voas, BVM&S, MRCVS
Chief Veterinary Officer (Scotland)
Animal Health and Welfare Division,
Agriculture and Rural Economy Directorate,
The Scottish Government
Saughton House, Spur P, Edinburgh, EH11 3XD

Phone [redacted]
Fax [redacted]
Mobile [redacted]
email: sheila.voas@gov.scot

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From: Jim McLaren [redacted]
Sent: 23 May 2018 18:19
To: [redacted]
Cc: Voas S (Sheila) <Sheila.Voas@gov.scot>; [redacted]

Subject: Re: QMS Interviews

[redacted]

Many thanks for this.

I thought we were sticking to the chairs on the first day and then 6 and 5 on the other days?

Best regards.

Jim McLaren.

From: Jim McLaren [redacted]
Sent: 24 May 2018 11:11
To: [redacted]
Cc: [redacted]; Voas S (Sheila) <Sheila.Voas@gov.scot>;
Subject: Re: QMS Interviews

Thanks for that clarification [redacted]

.

All the best.

Jim McLaren.

From: Jim McLaren [redacted]

Sent: 24 May 2018 12:42

To: [redacted]

Cc: [redacted]; Voas S (Sheila) <Sheila.Voas@gov.scot>; [redacted]

Subject: Re: QMS Interviews

Thanks for this

The proposal from QMS for the role play will be that [redacted], our ceo, will carry out the role of the council.

I hope this is acceptable to everyone.
It allows us all to observe the conversation.

We will have a pre read for the candidates.

Best regards.

Jim McLaren.

From: Jim McLaren [redacted]
Sent: 25 May 2018 13:30
To: [redacted]
Cc: Voas S (Sheila) <Sheila.Voas@gov.scot>
Subject: Re: QMS Interviews

Afternoon guys.

As a wee heads up, on the same day as we turned down [redacted] for board position interview, [redacted] received a thank you letter from [redacted], thanking [redacted] for all [redacted] work on [redacted] and more, and encouraging [redacted] to apply for public boards!

Oh dear.

[redacted] is encouraging [redacted] to do an FOI on why [redacted] was not selected for interview.

Anyway, I don't think [redacted] will. Not that it matters anyway.

Have a great weekend.

Jim McLaren.

From: Jim McLaren [redacted]
Sent: 28 May 2018 09:11
To: [redacted]
Cc: [redacted]Voas S (Sheila) <Sheila.Voas@gov.scot>;[redacted]
Subject: RE: QMS Interviews

Good morning all

I wonder if we are formulating set questions for the candidates in advance? We have probably already discussed and decided this, but I seem to have forgotten the plan.

We will have sight of the role play this week.

Best regards
Jim

From: Voas S (Sheila)
Sent: 29 May 2018 14:29
To: [redacted]swoodman@qmscotland.co.uk
Cc: [redacted]

Subject: RE: Scottish Livestock Welfare Group - 21 May 2018 - Welfare reporting form

Hi All and thanks for the work put into this already. I note that we have uncovered a few areas that would merit further discussion. Can we wait for the next scheduled meeting to address these or would it be better to arrange a telecom on this specific point? Or do recipients think it can be resolved by email? I note that after today [redacted] will be on leave until 14/06 which will delay things but I can't remember the deadline to make changes to the manual.

What would other group members prefer?

Sheila

Sheila M Voas, BVM&S, MRCVS
Chief Veterinary Officer (Scotland)
Animal Health and Welfare Division,
Agriculture and Rural Economy Directorate,
The Scottish Government
Saughton House, Spur P, Edinburgh, EH11 3XD

Phone [redacted]
Fax [redacted]
Mobile [redacted]
email: sheila.voas@gov.scot

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From: Voas S (Sheila)
Sent: 30 May 2018 14:02
To: [redacted]; Jim McLaren [redacted]

Subject: RE: QMS Interviews

For once I will do as I am told. Don't mind which competence I ask questions on .
S

Sheila M Voas, BVM&S, MRCVS
Chief Veterinary Officer (Scotland)
Animal Health and Welfare Division,
Agriculture and Rural Economy Directorate,
The Scottish Government
Saughton House, Spur P, Edinburgh, EH11 3XD

Phone [redacted]
Fax [redacted]
Mobile [redacted]
email: sheila.voas@gov.scot

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From: Voas S (Sheila)
Sent: 30 May 2018 17:18
To: [redacted] swoodman@qmscotland.co.uk
Cc: [redacted]

Subject: RE: Scottish Livestock Welfare Group - 21 May 2018 - Welfare reporting form

Hi all

The consensus is that we should seek to crack on with this, but that there are some points to clarify at our next meeting around detail – which can be addressed in the longer term if we so choose. For example whether “report to PF” is in itself an outcome or whether we want oversight beyond this point. So let’s add to agenda for the next meeting and go ahead meantime.

Sheila

Sheila M Voas, BVM&S, MRCVS
Chief Veterinary Officer (Scotland)
Animal Health and Welfare Division,
Agriculture and Rural Economy Directorate,
The Scottish Government
Saughton House, Spur P, Edinburgh, EH11 3XD

Phone [redacted]
Fax [redacted]
Mobile [redacted]
email: sheila.voas@gov.scot

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From: Jim McLaren [redacted]
Sent: 30 May 2018 20:57
To: [redacted]
Cc: Voas S (Sheila) <Sheila.Voas@gov.scot>
Subject: Re: QMS Interviews

[redacted]

I agree with all of this as an approach.

In terms of questions, I will try and come up with suggestions around the areas of questioning you have suggested for me. I will share when devised!

Very best regards.

Jim McLaren.

From: Jim McLaren [redacted]
Sent: 04 June 2018 09:49
To: [redacted]
Cc: Voas S (Sheila) <Sheila.Voas@gov.scot>; [redacted]

Subject: RE: QMS Interviews

Good morning all,

Here is my first draft of a set of questions for the Chair candidates around Leading the Board.

Open to suggested changes / full re write!

Leading the Board

- Can you describe for the panel the role of the Chair in a Board setting?
- Can you tell us how you would approach a situation, as Chair, where there are differing views round the table?
- Can you give us an example of a situation like that which you have managed?
- What was the outcome?

- Can you describe for us the relationship between the Chair and CEO in an organisation?

The Member question on the role of QMS is to be covered in the presentation made by the candidates, so I propose to explore that area further with them after they have presented, depending on what depth they enter into?

It will be interesting to examine knowledge of the difference between our scheme membership and our levy collection duties for example.

I hope this is what we are looking for .

Very best regards
Jim

From: Voas S (Sheila)
Sent: 04 June 2018 12:11
To: [redacted] Jim McLaren [redacted]
Cc: Alan Clarke (aclarke@qmscotland.co.uk)
Subject: RE: Room layout for interview

Looks fine to me
S

Sheila M Voas, BVM&S, MRCVS
Chief Veterinary Officer (Scotland)
Animal Health and Welfare Division,
Agriculture and Rural Economy Directorate,
The Scottish Government
Saughton House, Spur P, Edinburgh, EH11 3XD

Phone [redacted]
Fax [redacted]
Mobile [redacted]
email: sheila.voas@gov.scot

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From: Voas S (Sheila)
Sent: 04 June 2018 12:51
To: Jim McLaren [redacted]
Cc: [redacted]
Subject: RE: QMS Interviews

Suggested questions from me below:

Governance (chair)

1. Can you tell us how you have effectively contributed to long term planning and risk management to achieve an improvement?

OR

2. Can you describe how you have improved the governance of your business, including any tools you used?

Constructive challenge (member)

1. Can you tell us about a time when you have had a difference of opinion with a colleague? Specifically how you addressed those differences, including what formed the basis of your opinion, what action you took, and what the outcome was.

OR

2. Can you tell us about a time when you have persuaded others to make a change that they were not convinced about, at least to begin with.

I assume that once we have all agreed on questions these will be collated for us, ready for use on the day?

S

Sheila M Voas, BVM&S, MRCVS
Chief Veterinary Officer (Scotland)
Animal Health and Welfare Division,
Agriculture and Rural Economy Directorate,
The Scottish Government
Saughton House, Spur P, Edinburgh, EH11 3XD

Phone [redacted]
Fax [redacted]
Mobile [redacted]
email: sheila.voas@gov.scot

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From: Jim McLaren [redacted]

Sent: 05 June 2018 08:52

To: [redacted] Voas S (Sheila) <Sheila.Voas@gov.scot>; [redacted]

Cc: [redacted]

Subject: RE: QMS Interviews

Thanks [redacted]

From: Jim McLaren [REDACTED]
Sent: 06 June 2018 16:21
To: Lisa Wilson [REDACTED]
Subject: Invitation to QMS industry breakfasts at the Royal Highland Show - Friday, 22 at 8.30am

Hi

I would like to invite you to a Breakfast hosted by Quality Meat Scotland on the QMS stand at the Royal Highland Show on Friday, 22nd June at 8.30am until 9.15am. Our stand is situated in its usual place on the main ring (Avenue O to the west side of the main grandstand). We would be most grateful if you RSVP by return by Wednesday 13th June by either replying to this email or by telephone to Lisa Wilson [REDACTED].

The QMS breakfast is a well-established occasion which gathers together key industry figures and will enable you to keep up to date with developments in Scotland's red meat industry whilst providing a hearty breakfast for the day ahead!

Our principal speaker on Friday morning will be Lord Ian Duncan and I would be delighted if you could join us and get your show off to a great start.

Due to the limit on space in our temporary exhibition stand, we hope you will understand we are unable to accommodate anyone not on our guest list. This a personal invitation to you which is not transferable. If you accept this invitation and subsequently find you are unable to attend it would be appreciated if you could please let us know so that we can offer the place to someone else on our waiting list.

Could you please note that this invitation does not gain you access to the show. Entry tickets can be purchased at any public access gate.

I look forward to seeing you at the Show.

Best regards

Jim

Jim McLaren
Chairman
Quality Meat Scotland

Email: [REDACTED]
Website: www.qmscotland.co.uk



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From: [REDACTED] [REDACTED] **On Behalf Of**

Sheila.Voas@gov.scot

Sent: 08 June 2018 12:07

To: Jim McLaren [REDACTED]; Lisa Wilson
[REDACTED]

Subject: RE: Invitation to QMS industry breakfasts at the Royal Highland Show - Friday, 22 at 8.30am

Hello Jim/Lisa

Thank you for your invite for Sheila to attend the QMS breakfast at the Highland Show, Sheila would be delighted to attend.

Sheila's PA is on leave just now and I am not sure how these things work, is there a list at the stand or do you provide Sheila with a ticket?

I look forward to hearing from you.

Kind regards

[REDACTED]

[REDACTED]

Animal Welfare Branch
P Spur
Saughton House
Broomhouse Drive
Edinburgh
EH11 3XD

☎ [REDACTED]



From: Lisa Wilson [REDACTED]
Sent: 08 June 2018 15:55
To: Voas S (Sheila) <Sheila.Voas@gov.scot>
Subject: RE: Invitation to QMS industry breakfasts at the Royal Highland Show - Friday, 22 at 8.30am

Hi Pam

Please advise Sheila to arrive at the stand 10 minutes prior to the speaker starting at 830am. There is no list or ticket required, she can just turn up.

Kind regards
Lisa

Lisa Wilson
Office Manager & Executive Assistant
Quality Meat Scotland

DD: [REDACTED]
Email: [REDACTED]
Website: www.qmscotland.co.uk



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From: Voas S (Sheila)
Sent: 11 June 2018 09:15
To: 'Jim McLaren' [redacted]

Cc: [redacted]

Subject: RE: QMS Interviews

Suggested questions from me below:

Governance (chair)

1. Can you describe how you have improved the governance of your business, including any tools you used?

OR

2. Can you tell us how you have effectively contributed to long term planning and risk management

Constructive challenge (member)

1. Can you tell us about a time when you have had a difference of opinion with a colleague? Specifically how you addressed those differences, including what formed the basis of your opinion, what action you took, and what the outcome was.

OR

2. Can you tell us about a time when you have persuaded others to make a change that they were not convinced about, at least to begin with.

Sheila M Voas, BVM&S, MRCVS
Chief Veterinary Officer (Scotland)
Animal Health and Welfare Division,
Agriculture and Rural Economy Directorate,
The Scottish Government
Saughton House, Spur P, Edinburgh, EH11 3XD

Phone [redacted]
Fax [redacted]
Mobile [redacted]
email: sheila.voas@gov.scot

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From: Jim McLaren [redacted]

Sent: 15 June 2018 18:40

To: [redacted] Voas S (Sheila) <Sheila.Voas@gov.scot>; [redacted]

Subject: RE: QMS - Chair Appointment

Dear [redacted]

I think these are excellent summaries.

Obviously there will be disappointed people in this process, but I think these summaries focus on the positives and are very fair and balanced.

Many thanks to all the panel members, and especially to Sheila for "volunteering" to be our independent, to [redacted] for travelling up and down and to our Chair [redacted] for keeping us all in order.

Many thanks to you [redacted], and to [redacted] for guiding us through, and for such comprehensive yet succinct summaries.

Very best wishes to all
Jim

From: Voas S (Sheila)
Sent: 20 June 2018 11:32
To: [redacted] Jim McLaren [redacted]
Cc: [redacted]
Subject: RE: QMS - Chair Appointment

I had both "leading the board" and "managing performance" as satisfactory rather than good for [redacted]. However I'm happy to add in [redacted]'s comments, though think there are a couple of extra words to be deleted. Otherwise happy. And thanks to all for hard work.
S

Sheila M Voas, BVM&S, MRCVS
Chief Veterinary Officer (Scotland)
Animal Health and Welfare Division,
Agriculture and Rural Economy Directorate,
The Scottish Government
Saughton House, Spur P, Edinburgh, EH11 3XD

Phone [redacted]
Fax [redacted]
Mobile [redacted]
email: sheila.voas@gov.scot

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From: Jim McLaren [redacted]
Sent: 21 June 2018 00:10
To: [redacted]; Voas S (Sheila) <Sheila.Voas@gov.scot>
Cc: [redacted]
Subject: RE: QMS - Chair Appointment

[redacted]

Sorry for delay

I am content with the changes.

Best regards
Jim

From: Jim McLaren [redacted]
Sent: 28 June 2018 09:02
To: [redacted]
Cc: [redacted]Voas S (Sheila) <Sheila.Voas@gov.scot>;[redacted]
Subject: Re: QMS - Chair Appointment

Dear [redacted]

I am away until Tuesday of next week and I do not have my notes with me.
As a general comment, as panel members, we had slightly different emphasis on individual criteria, and I would be surprised if your overall score and description is not consistent with the averaged score and assessment reached by the overall panel on each candidate.

Without consulting my notes, I would need to go with your interpretation of the assessment
[redacted]

I will have access to my notes on Tuesday if needed.

Very best regards

Jim McLaren.

From: Voas S (Sheila)
Sent: 28 June 2018 11:35
To: [redacted]; Jim McLaren [redacted]
Cc: [redacted]
Subject: RE: QMS - Chair Appointment

Morning all
Thanks so much for all your hard work.

1. I think that the changes suggested by [redacted] for both [redacted] and [redacted] are correct and so happy to go with these.
2. For candidates [redacted] and [redacted] I had them recorded with scores as below. So if we assume good is 4 or over, and between 3-4 is satisfactory I agree that the score for [redacted] needs to be moved to Satisfactory to ensure consistency.

For clarity I had

[redacted]	4,	3.5,	3.5,	3
[redacted]	3.5,	4,	4,	3.5

However I don't think that this changes the need for someone with processing knowledge on the board, and we agreed that the [redacted] should be given the choice of [redacted] and [redacted], who scored in a similar range but had different strengths.. We also agreed that we should encourage QMS to find a role for [redacted] with whom we were impressed as a young a dynamic entrepreneur, but who didn't fill the need for a processor or a "pig person"

Hope that this helps and doesn't just add to the confusion!

Sheila

Sheila M Voas, BVM&S, MRCVS
Chief Veterinary Officer (Scotland)
Animal Health and Welfare Division,
Agriculture and Rural Economy Directorate,
The Scottish Government
Saughton House, Spur P, Edinburgh, EH11 3XD

Phone [redacted]
Fax [redacted]
Mobile [redacted]
email: sheila.voas@gov.scot

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From: Carol McLaren [redacted]
Sent: 17 May 2018 17:16
To: Burgess WG (George) <George.Burgess@gov.scot>
Cc: Alan Clarke [redacted]; [redacted] [redacted]
Subject: RE: Draft press release

Thanks George. I have left a message for [redacted] but managed to speak with [redacted] and I think we're all agreed holding off would be the best approach.

Carol McLaren
Director of Marketing & Communications
Quality Meat Scotland

DD: [redacted]
Email: cmclaren@qmscotland.co.uk
Website: www.qmscotland.co.uk



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From: George.Burgess@gov.scot <George.Burgess@gov.scot>
Sent: 17 May 2018 17:06
To: Carol McLaren [redacted]; [redacted]
Cc: Alan Clarke [redacted]; [redacted]
Subject: Re: Draft press release

[redacted] can comment in more detail, but I do not think this would be helpful. I think it would tend to give the story legs. If [redacted] feel the need to issue a press release or line, then that's for them. The QMS line/quote looks fine, but would prefer if it is held as a reactive line should you get asked about what QMS is doing.

W George Burgess
Food, Drink & Trade
Scottish Government
[redacted]
[redacted]

From: Carol McLaren
Sent: Thursday, 17 May 2018 16:42
To: [redacted]
Cc: Burgess WG (George); Alan Clarke; [redacted]
Subject: Draft press release

Hi [redacted]: At last night's [redacted] Scotland parliamentary reception [redacted] fairly lightly mentioned (during his address) that some sort of support from Scottish Government with the Scotch Lamb campaign this year would be very welcome. Journalist [redacted] followed up on this with him afterwards. I'm not sure exactly what was said but [redacted] brought me into the conversation and she asked what sort of level of support would be helpful. I said any support would be really helpful and that, for example, we could do a great deal with a budget of around £200,000. Her reaction was that this didn't seem very much and she asked about timescales. I said the campaign wouldn't be starting until August. Very much appreciate that this is not ideal and I have some concerns that [redacted] may be less than constructive.

Attached is a draft press release which could go out from [redacted] so there is clarity (this would be an [redacted] press release with a quote from QMS – not a joint release).

Just wondered what your thoughts are? Very hard to judge what [redacted] will do but I suspect she feels she has a scoop on this and she does not have a track record of being constructive.

Could you please give me a quick call when free as she has been speaking with [redacted] a few times today and we understand she is likely run something tomorrow. Would be helpful to know if she has asked for a line from Scot Gov today.

Thanks

Carol [redacted]

Carol McLaren
Director of Marketing & Communications
Quality Meat Scotland

DD: [redacted]
Email: [redacted]
Website: www.qmscotland.co.uk



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Tha am post-d seo (agus faidhle neo ceanglan còmhla ris) dhan neach neo luchd-ainmichte a-mhàin. Chan eil e ceadaichte a chleachdadh ann an dòigh sam bith, a' toirt a-steach còraichean, foillseachadh neo sgaoileadh, gun chead. Ma 's e is gun d'fhuair sibh seo gun fhiosd', bu choir cur às dhan phost-d agus lethbhreac sam bith air an t-siostam agaibh agus fios a leigeil chun neach a sgaoil am post-d gun dàil.

Dh'fhaodadh gum bi teachdaireachd sam bith bho Riaghaltas na h-Alba air a chlàradh neo air a sgrùdadh airson dearbhadh gu bheil an siostam ag obair gu h-èifeachdach neo airson adhbhar laghail eile. Dh'fhaodadh nach eil beachdan anns a' phost-d seo co-ionann ri beachdan Riaghaltas na h-Alba.

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From: Alan Clarke [redacted]
Sent: 23 May 2018 11:22
To: Burgess WG (George) <George.Burgess@gov.scot>
Cc: [redacted]
Subject: Re: URGENT Invite to a Board Meeting and Planning Session

Thanks George and will do

Alan

Alan Clarke
Chief Executive
Quality Meat Scotland

DD: [redacted]
Email: [redacted]
Website: www.qmscotland.co.uk



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On 23 May 2018, at 09:55, "George.Burgess@gov.scot" <George.Burgess@gov.scot> wrote:

Alan

Have checked out with our Public Appointments team who respond, somewhat to my surprise, as follows-

We don't offer feedback to applicants at this stage (and haven't for a number of years), however, we will provide it on request. So far, no requests have been received.

So it looks like candidates have to be proactive in seeking feedback. Suggest you tell those who have been in contact with you that they can respond to the Public Appointments Team and ask for feedback if they wish. That will then probably come back round to me to deal with!

George

From: Alan Clarke [redacted]
Sent: 18 May 2018 17:49
To: Burgess WG (George)
Subject: Re: URGENT Invite to a Board Meeting and Planning Session

lol

On a separate note I am getting disappointed phone calls today from would be board members

Are they able to get any feedback?

Alan

Alan Clarke
Chief Executive
Quality Meat Scotland

DD: [redacted]
Email: [redacted]
Website: www.qmScotland.co.uk

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On 18 May 2018, at 17:46, "George.Burgess@gov.scot" <George.Burgess@gov.scot> wrote:

That's no way to describe [redacted]!

W George Burgess

Food, Drink & Trade

Scottish Government

[redacted]

[redacted]

From: Barnes D (David) <David.Barnes@gov.scot>

Sent: 14 June 2018 11:19

To: Ashley Little [REDACTED]; Ashley Little [REDACTED]

Subject: Re: Royal Highland Show Breakfast Invite

Yes I would like to accept.

Sent from my BlackBerry 10 smartphone.

From: Ashley Little
Sent: Thursday, 14 June 2018 11:09
To: Ashley Little
Subject: Royal Highland Show Breakfast Invite

Hi,

With less than a week to go before the Royal Highland Show begins, we are keen to confirm the numbers for catering for the QMS Industry Breakfast on Thursday 21st June at 08:30.

Details of original email are below. If you would like to attend can you please RSVP by COP this Friday.

We look forward to seeing you at the show.

Kind Regards

Hi

I would like to invite you to a Breakfast hosted by Quality Meat Scotland on the QMS stand at the Royal Highland Show on Thursday, 21st June at 8.30am until 9.15am. Our stand is situated in its usual place on the main ring (Avenue O to the west side of the main grandstand). We would be most grateful if you RSVP by return by Wednesday 13th June by either replying to this email or by telephone to Ashley Little [redacted].

The QMS breakfast is a well-established occasion which gathers together key industry figures and will enable you to keep up to date with developments in Scotland's red meat industry whilst providing a hearty breakfast for the day ahead!

Our principal speaker on Thursday morning is Cabinet Secretary for the Rural Economy and Connectivity, Fergus Ewing and I would be delighted if you could join us and get your show off to a great start.

Due to the limit on space in our temporary exhibition stand, we hope you will understand we are unable to accommodate anyone not on our guest list. This a personal invitation to you which is not transferable. If you accept this invitation and subsequently find you are unable to attend it would be appreciated if you could please let us know so that we can offer the place to someone else on our waiting list.

Could you please note that this invitation does not gain you access to the show. Entry tickets can be purchased at any public access gate.

I look forward to seeing you at the Show.

Best regards

[redacted]

Ashley Little
Office Assistant
Quality Meat Scotland

DD: [redacted]

Email: [redacted]

Website: www.qmscotland.co.uk



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From: Burgess WG (George) <George.Burgess@gov.scot>
Sent: 10 May 2018 17:29
To: [redacted]; Voas S (Sheila) <Sheila.Voas@gov.scot>; Jim McLaren (external) (jim[redacted]<jim[redacted]>
Cc: [redacted] [redacted]
Subject: QMS Board sift

Colleagues

Thank you all for your persistence yesterday. I think it took rather longer than we expected – while I had it in my diary for 0930-1630, I was looking forward to an early bath, so going into extra time and penalties took extra effort.

I realise, looking back, that we left a loose end. We had begun a re-evaluation of our scoring on candidate M31, but got diverted onto something else and did not return to finish our consideration. I think he/she suffered a bit from being at the end of the pack, and thus last in our consideration both in our own prep and during the sifting. I think some of us found his/her liberal use of acronyms rather offputting. Can I ask that [redacted] confirms what our collective score for this candidate was, and that we each confirm whether we think this is still correct?

Separately, we got into rather a tangle about how to score at interview on the priority criteria around knowledge/experience of production, processing and/or finance and risk management, where we have asked for evidence of “at least” one of these. We got to a position on this, including a consistent question that could be asked of all candidates so that they could answer from whichever of these areas they wish. But I think there was still some unease amongst us on how to deal with the “narrow, deep” versus the “broad, shallower” knowledge and experience. As this is bound to have cropped up in appointment rounds in the past, and been considered more exhaustively than we managed yesterday (which was more exhausting than exhaustive!), I propose to discuss this with Kevin and the Public Appointments Team with a view to developing a proposed methodology that we can agree in correspondence before we start the interviews so that we avoid yesterday’s complexities, get what we need for QMS and keep in line with the requirements of the public appointments process.

W George Burgess
Deputy Director
Trade Policy, Food & Drink
[redacted]