



For safe food and
healthy eating



Operational Delivery Division Field Operations Resourcing.

Bryan Campbell - Head of Operational Delivery

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healthy eating

Purpose:

To provide FSS Board with an overview of the current resourcing issues and future challenges facing FSS Operational Delivery Division.



2018 – Staff Survey results indicated areas of concern around leadership, change management and field support measures

New structure for the Field.

2019 – FSS CEO commissioned a culture survey for the Operations Branch



2019 – Head of Operational Delivery led operational restructure project, in line with recommendations of the Culture Review

2020 – Focus on Brexit and Covid limits progress of the project



2022 – Restructure launched Spring 2022

Strategic Goals and Outcomes

**Goals 1, 2,
Outcomes: 1,3 and 5**



Key Priorities

- ✓ **Official Controls**
- ✓ **Internal Monitoring.**



- ✓ **Management and retention of workforce.**
- ✓ **Delivery of Shellfish Management Control system - Phase 4 & Shetland Pilot**



- ✓ **Internal audit**
- ✓ **Stakeholder engagement:**

Strategic Goals and Outcomes

Goals 1, 2,
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Resource and Delivery Challenges



What

- Contraction of staffing and deployment options resulting from DFDS exit as Fish Hub
- Reduction in income from exit of DFDS and from meat industry in Areas 2 and 3
- Lost 3 OV's from the Fish Hubs, 1 from Veterinary Branch, 1 from A3 and upcoming OV departure in A1.
- 3 MHI vacancies nationally and 3 retirements in A2 in next FY.
- TOV recruitment campaign unsuccessful
- Long and protracted SG HR recruitment process
- UKG immigration policy and on-boarding of EU nationals
- SAMW challenges to Scottish Ministers on current and future charge rates for OCs
- Potential for new waves of Covid 19 combined with increases in winter flu



Resource
and Delivery
Challenges

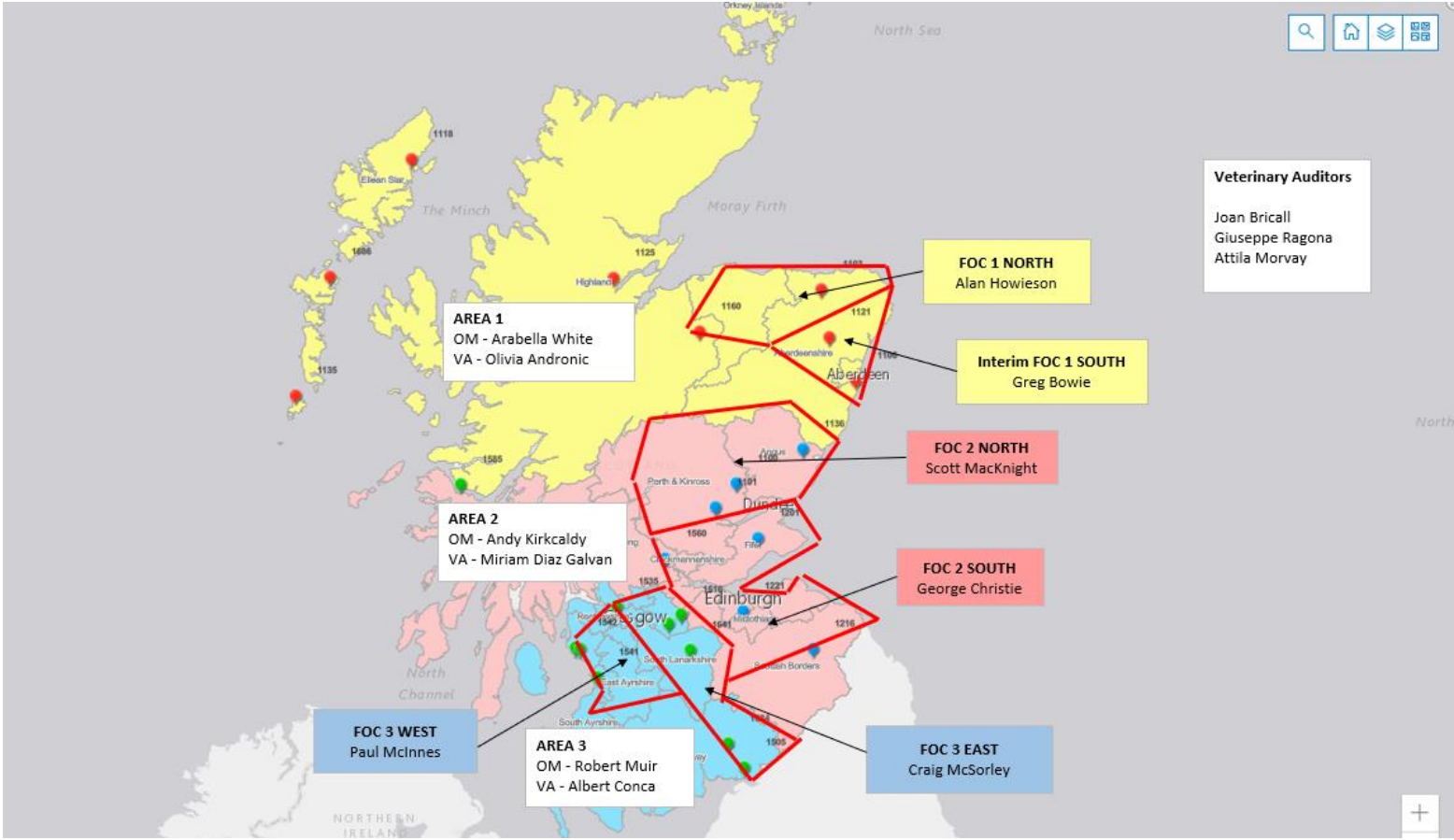


Strategic
Goals and
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Field Operations Structure- Geographic Layout



Proposed and Ongoing Mitigation Actions



How

- Pay supplement of £4K for OVs
- Use of a contractor to support the core FSS employed model to provide a more effective/flexible approach to deployment as and when needed.
- Deploy MHIs to undertake Feed OCs.
- Recruitment of 4 TMHIs (FSS staff) and 1 MHI (contractor staff)
- Review of Fish Hubs model.
- Explore potential business opportunities for income generation and sharing resource with OGD such as APHA.



Proposed solutions



Strategic Goals and Outcomes

Goals 1, 2,
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Forward Look

Finance	Staffing	Industry	Communications & Engagement
Income	CS People Survey	Income	FBOs and Industry Bodies
Budgetary pressures	Scottish Veterinary Service	Staffing	Scottish Veterinary Service
Recruitment	Utilisation	Charge rates for Official Controls 2023/24	SRUC new Aberdeen Vet School
ODITS/OWS	TOM for Import Controls	CO2 and Caustic Soda shortage	Relationship with stakeholders (FBOs, Industry bodies, other FSS divisions)
	Age demographic	Energy crisis	
		Cost of living / business crisis	
		Digitalisation in the fish hubs	



Strategic Goals and Outcomes

Goals 1, 2, Outcomes: 1,2, 3 and 5



Recommendations.

The Board are requested to :

- Discuss and provide a view on the proposed and ongoing mitigation actions.
- Note the resource and delivery challenges for the field.