



**FOOD STANDARDS SCOTLAND
CORPORATE PLAN 2021-24**

**STRATEGIC GOALS
PRIORITY DELIVERABLES
FOR YEAR ONE (2021-22)**

This timeline aims to highlight the priority areas of work that will be delivered by FSS against each of the six strategic goals described in our new Corporate Plan for 2021-24. It is proposed that this document is reviewed on a quarterly basis, following reviews of business plan delivery across the organisation, in order that timelines can be amended and new deliverables added as appropriate. Progress against this set of priorities will form the basis of 6 monthly and annual performance reporting to the FSS Board.

The timeline will be refreshed at the end of each business year, based on the activities described in the Corporate Plan, and any new priority areas of work that emerge during the previous year.

PRIORITY DELIVERABLES FOR YEAR ONE (2021-22)

Quarter 1

Goal 1	Goal 2	Goal 3	Goal 4	Goal 5	Goal 6
<p>Risk analysis</p> <ul style="list-style-type: none"> • Establish a structured risk analysis function within FSS; ensuring roles and responsibilities are clearly defined and internal policies and procedures are in place to facilitate effective working arrangements with FSA and other government departments. • Implement the administrative processes, along with SG officials, required to support the GB regulated products system in Scotland; ensuring a process is in place for taking account of Scottish interests in recommendations for approval. <p>Imports</p> <ul style="list-style-type: none"> • Develop a new strategy for providing assurance over the safety and standards of food and feed imported into Scotland; working with Scottish Government, the FSA and DEFRA to ensure the appropriate SPS checking regimes are in place by 2022. 	<p>Local Authority Delivery</p> <ul style="list-style-type: none"> • Oversee the implementation of local authority COVID 19 Recovery Plans; working with the Scottish Food Enforcement Liaison Committee (SFELC) to finalise plans and monitor the reinstatement of official control delivery at food establishments across Scotland. <p>Animal Feed Delivery</p> <ul style="list-style-type: none"> • Establish training programmes to ensure feed officer competence for delivering official controls. • Appoint an Agricultural Analyst and finalise arrangements for official control sampling regimes for feed. <p>Regulatory Strategy</p> <ul style="list-style-type: none"> • Develop a plan for SND developments which support the recording, flow and reporting of data needed to support key objectives relating to penalties and sanctions, primary production and compliance reporting. 	<p>Data Science</p> <ul style="list-style-type: none"> • Develop a new data/digital strategy for FSS which aims to improve the linkage and use of data sets across all areas of FSS business <p>Research Strategy</p> <ul style="list-style-type: none"> • Develop priorities for Theme B6 (Diet and Food Safety) of the Scottish Government's Environment, Natural Resources and Agriculture Research Strategy for 2022-27, engaging with RESAS and the Main Research Providers to ensure FSS Strategic priorities are appropriately addressed. 	<p>Labelling</p> <ul style="list-style-type: none"> • Work in partnership with Local Authorities and industry on the development of a strategy for implementing new legal requirements for allergen and ingredient labelling on food sold prepacked for direct sale (PPDS) in Scotland by October 2021. <p>Nutrition Policy</p> <ul style="list-style-type: none"> • Publish healthier catering guides for industry, promoting uptake of MenuCal to support calorie labelling. 	<p>FSS Strategy</p> <ul style="list-style-type: none"> • Launch FSS's new Strategy and Corporate Plan following the election period, ensuring Ministers and the Scottish Parliament are fully consulted. <p>Nutrition Advice</p> <ul style="list-style-type: none"> • Develop a new nutrition hub for the FSS website to provide clear and consistent messaging on a healthy balanced diet and make our data and publications more accessible to consumers and stakeholders. 	<p>Communications and Marketing Strategy</p> <ul style="list-style-type: none"> • Ensure we have an appropriate in-house resource and expertise to deliver effective internal and external communications needed to support the new FSS Strategy. <p>Campaigns</p> <ul style="list-style-type: none"> • Promote the new FSS strategy to consumers, industry and stakeholders through an effective communications campaign. <p>Internal Communications</p> <ul style="list-style-type: none"> • Promote FSS's new internal values throughout the organisation, ensuring all staff understand how they apply to business delivery and performance management. • Undertake a review of FSS's internal communications approach to identify areas for future improvement. <p>Consumer Insight</p> <p>Undertake and publish a tracker survey on the impacts of COVID-19 on consumer food trends.</p>

PRIORITY DELIVERABLES FOR YEAR ONE (2021-22)

Quarter 2

Goal 1	Goal 2	Goal 3	Goal 4	Goal 5	Goal 6
<p>Imports</p> <ul style="list-style-type: none"> Define FSS's role and LA support required to implement import controls at BCPs in Scotland. Develop a new imports Code of Practice and associated guidance for Local authorities. Establish a training programme for relevant FSS and local authority staff on the Official Controls regime for imports. <p>Exports (Capacity and capability)</p> <ul style="list-style-type: none"> Complete recruitment and training of certifying officers to meet demand for meat and seafood export health certificates. 	<p>Animal Feed Delivery</p> <ul style="list-style-type: none"> Establish a fully resourced animal feed delivery team and ensure a plan is in place to implement new inspection and sampling regimes at producers and BCPs in Scotland. Review feasible timescales for initiating proactive feed inspections in line with COVID restrictions and resourcing. <p>Incident Management</p> <ul style="list-style-type: none"> Review and agree Key Performance Indicators for Incidents including targets where relevant. Develop a Root Cause Analysis Strategy to enable analysis of incidents data to inform the FSS incident prevention strategy. 	<p>Food safety research and surveillance programme</p> <ul style="list-style-type: none"> Publish the final report of FSS's microbiological survey of minced beef on retail sale in Scotland following consultation with retailers. Develop a communications strategy to publicise key findings. <p>Horizon Scanning and Surveillance</p> <ul style="list-style-type: none"> Develop proposals for a sustainable food sampling strategy for Scotland. These will be presented to the Regulatory Strategy Programme Board and Executive Leadership Team to consider options for future funding. 	<p>Consumer Information Scheme</p> <ul style="list-style-type: none"> Update Local Authority guidance on the existing Food Hygiene Information Scheme (FHIS). <p>Regulatory Strategy</p> <ul style="list-style-type: none"> Develop a project plan for consulting with consumers and stakeholders on a replacement for a new Consumer Information Scheme. <p>Labelling</p> <ul style="list-style-type: none"> Review, with Zero Waste Scotland options for raising public and food industry awareness of the role of date labelling in food safety and waste prevention. 	<p>Partnerships - Sustainability</p> <ul style="list-style-type: none"> Develop a work plan for collaborating with Zero Waste Scotland on food waste reduction strategy and joint campaigns. <p>Incident Management</p> <ul style="list-style-type: none"> Review of the Incident Management Framework and associated plans incorporating lessons learned from pandemic response. <p>Nutrition Advice</p> <ul style="list-style-type: none"> Launch a new dietary guidance resource (provisionally titled Eat well, your way) <p>Guidance and tools for food businesses and local authorities</p> <ul style="list-style-type: none"> Publish the updated on-line food safety management tools for fresh produce and smoked fish production. 	<p>Consumer Insight</p> <ul style="list-style-type: none"> Publish wave 12 (nutrition) of the Food in Scotland Tracker. Undertake and publish further waves of the tracker survey on the impacts of COVID-19 on consumer food trends. <p>Communications and Marketing Strategy</p> <ul style="list-style-type: none"> Develop a new Communications and Marketing Strategy for FSS. Design a targeted communications plan to support FSS's strategic priority on improving Scotland's diet. Promote the FSS Alert Service on social media. <p>Consumer Insight</p> <ul style="list-style-type: none"> Undertake and publish further waves of the tracker survey on the impacts of COVID-19 on consumer food trends. <p>Consumer Engagement</p> <ul style="list-style-type: none"> Attendance at the Royal Highland Show (Virtual Event). <p>Campaigns</p> <ul style="list-style-type: none"> Run an industry awareness campaign to support businesses ahead of the changes to labelling for products which are Pre-packed for Direct Sale (PPDS) in October. Run a targeted campaign to promote awareness of the 'three lines of defence' (consumers, industry and enforcement) in addressing food crime and how it can be reported through the Scottish Food Crime Hotline.

PRIORITY DELIVERABLES FOR YEAR ONE (2021-22)

Quarter 3

Goal 1	Goal 2	Goal 3	Goal 4	Goal 5	Goal 6
<p>Imports</p> <ul style="list-style-type: none"> • Develop plans for Phase 2 of FSS imports strategy (October 2021 – January 2022), with measures in place for ensuring “high risk” import consignments (POAO and, HRFNAO) are pre-notified and accompanied by relevant export health documentation. Where appropriate ensure required documentary checks are being undertaken by FSS and/or local authorities. • Ensure appropriate staff resources and contingency plans are in place for undertaking checks at Scottish feed BCPs. • Consult on a new imports Code of Practice for local authorities, in advance of publication in Q4. <p>Exports</p> <ul style="list-style-type: none"> • Work with Defra, FSA and other government departments to ensure the Export National Listing reflects the needs of Scottish Exporting businesses and develop guidance for local authorities as appropriate. 	<p>Regulatory Strategy</p> <ul style="list-style-type: none"> • Consult on the Regulatory Strategy 2021-27 following a re-prioritisation exercise, prior to publication in Q4. <p>Compliance</p> <ul style="list-style-type: none"> • Develop and implement new compliance notices and an overarching code of practice for penalties and sanctions. • Implement a new programme of work to review and modernise food law activities at primary production facilities across Scotland. <p>Meat Delivery</p> <ul style="list-style-type: none"> • Tender the replacement Operational Workflow IT system for capturing and reporting data on official control delivery in meat plants. • Re-tender contracts for locums to support the delivery of meat Official Controls. • Complete recruitment and training of new Meat hygiene inspectors and Official Veterinarians and develop a Learning & Development Strategy for all FSS Authorised Officers. 	<p>Data Science</p> <ul style="list-style-type: none"> • Undertake a review of FSS capacity and capability for delivering future data science aspirations. <p>Social Science</p> <ul style="list-style-type: none"> • Undertake a review of social science requirements across FSS and future resourcing needed to support risk analysis and policy development needs. <p>Research Strategy</p> <ul style="list-style-type: none"> • Engage with Public Health Scotland to develop proposals for re-instating work to integrate FSS data on food and diet with epidemiological data and foodborne illness risks. • Undertake a review of evidence on food allergies in Scotland and identify areas for future research and action. 	<p>Labelling</p> <ul style="list-style-type: none"> • Implement legal requirements for allergen and ingredient labelling on food sold prepacked for direct sale in Scotland by October 2021. • Provide guidance for local authorities and industry (including an update to existing CookSafe resources) to ensure effective implementation of PPDS requirements. • Update the voluntary front of pack nutrition labelling scheme in conjunction with the other administrations across the UK. • Review progress with Government plans for calorie labelling on alcohol products; assessing potential impacts on FSS nutrition strategy. • Review progress with proposals to amend retained EU legislation with respect to the labelling and composition standards on trade and the UK internal market. 	<p>Nutrition Advice</p> <ul style="list-style-type: none"> • Publish a situation report on the impact of the COVID 19 pandemic on retail and out of home purchasing behaviour. <p>Foodborne illness reduction strategy</p> <ul style="list-style-type: none"> • Undertake a review of activities that under our foodborne illness reduction strategy, identifying priority areas for action based on current evidence relating to reported incidence and risk factors. <p>Food Crime</p> <ul style="list-style-type: none"> • Develop a memorandum of understanding on the sharing of information and intelligence with members of the Global Alliance on Food Crime (5 Eyes), to allow the sharing of food crime/fraud intelligence through a global information sharing network. 	<p>Consumer Engagement</p> <ul style="list-style-type: none"> • Develop a strategy for building partnerships with non-governmental organisations, charities and community groups to identify new channels for engaging with consumers and promote action for addressing health inequalities. <p>Consumer Insight</p> <ul style="list-style-type: none"> • Undertake a review of questions for Wave 13 of the Tracker (food safety; scheduled for Q4). <p>Campaigns</p> <ul style="list-style-type: none"> • Deliver a proactive communication campaign to raise consumer awareness of new PPDS requirements. • Run a targeted vitamin D campaign through the winter months to promote awareness and uptake of our recommendations. • Promote the new dietary guidance resource (provisionally titled Eat well, your way). • Design and promote a new 2021 Christmas food safety campaign.

<p>Capacity and Capability</p> <ul style="list-style-type: none"> • Develop a recruitment and retention strategy which provides FSS with a resilient and competent workforce for delivering Official Controls across the Scottish meat and seafood industries. 	<p>Shellfish Delivery</p> <ul style="list-style-type: none"> • Commence the pilot for a new shellfish sampling model for official control monitoring in Shetland <p>Sustainable Funding of Official Controls</p> <ul style="list-style-type: none"> • Review the development of high level principles for the future funding of official controls, including considering a charging mechanism for imported food and feed. 		<p>Allergens</p> <ul style="list-style-type: none"> • Develop a new allergens information hub for the FSS website to initially provide clear and consistent messaging and guidance to consumers, local authorities and businesses on the implications of PPDS changes and then develop advice on the wider aspects of food allergies and intolerances. <p>Food Crime</p> <ul style="list-style-type: none"> • Develop and roll out a training tool to assist industry in the identification, prevention and reduction of food and feed crime. • Develop and publish a food crime prevention guide in order to assist Scottish businesses in identifying and addressing food crime. 	<p>Incident Management</p> <ul style="list-style-type: none"> • In collaboration with FSA, develop and deliver a virtual conference showcasing the UK incident management model and best practice. 	<p>Education</p> <ul style="list-style-type: none"> • Develop a new education strategy, including engagement with schools and teachers to promote food safety and nutrition resources and evaluate future requirements.
--	---	--	---	--	---

PRIORITY DELIVERABLES FOR YEAR ONE (2021-22)

Quarter 4

Goal 1	Goal 2	Goal 3	Goal 4	Goal 5	Goal 6
<p>Frameworks</p> <ul style="list-style-type: none"> •Finalise remaining UK Common Frameworks and seek Ministerial approval for sign off. Deliver supporting guidance for internal and external audiences. •Working with the FSA, define the scope, structure and content of a new annual report on the state of UK food safety and standards, to be laid before the UK and devolved parliaments and assemblies. •Develop a framework to monitor changes to EU food regulation, linked to SG commitments to keep pace. <p>Imports</p> <ul style="list-style-type: none"> •Working with Scottish government and local authorities , ensure Scotland has a fully operational import SPS checking regime on all high risk consignments of POAO and HRFFNAO at Scottish BCPs which aligns with regulatory requirements, supported by a Code of Practice and guidance. 	<p>Local Authority Delivery</p> <ul style="list-style-type: none"> •Complete a pilot project for facilitating remote inspections on dairy farms. •In collaboration with SFELC, deliver a framework proposal for delivering remote inspections in primary production facilities across Scotland. <p>Compliance</p> <ul style="list-style-type: none"> •Complete the roll out of the Official Control Verification (OCV) model in FSS approved meat establishments and local authority food businesses. •Complete a pilot project to assess how food business assurance systems can be used to demonstrate regulatory compliance and target local authority inspections (to inform a code of practice update in 2022/23). 	<p>Data Science</p> <ul style="list-style-type: none"> •Produce interactive dashboards on local authority inspection and sampling data (links to Goal 2) for reporting across FSS and the enforcement community. <p>Nutrition Science</p> <ul style="list-style-type: none"> •Set up a data analysis framework for dietary data collected using Intake 24. <p>Research Strategy</p> <ul style="list-style-type: none"> •Publish a refreshed FSS Science, Evidence and Information Strategy. •Engage with key stakeholders including Public Health Scotland to map whole genome sequencing capability in Scotland and identify improvements needed to support future research relating to foodborne illness control. 	<p>Consumer Information Scheme</p> <ul style="list-style-type: none"> •Develop the high level principles for a new consumer information scheme in Scotland. <p>Nutrition Policy</p> <ul style="list-style-type: none"> •Provide revised recommendations for dietary policy drawing on the updated evidence base incorporating the impact of COVID-19 on dietary habits. •Develop a work programme to define and develop guidance on a healthy sustainable diet. <p>Food Crime</p> <ul style="list-style-type: none"> •Carry out a review of the FSS Food Crime priorities as detailed within the FSS Food Crime Control Strategy; evaluating the success of work carried out under each priority. •Develop key problem profiles in relation to the FSS food crime priorities as part of on-going work to implement the food crime control strategy and establish areas of focus for the next iteration of the Food Crime Strategic assessment. 	<p>Strategic Engagement</p> <ul style="list-style-type: none"> •Complete a programme of engagement with international food regulators to raise awareness of our new strategy and identify common interests and scope for collaboration. •Deliver a new stakeholder mapping and analysis framework to support FSS's new structure and responsibilities. <p>Guidance and tools for food businesses and Local Authorities</p> <ul style="list-style-type: none"> •Develop a project plan for establishing a portal for business registration and the provision of guidance on food safety management. <p>Incident Management</p> <ul style="list-style-type: none"> •Develop new and existing relationships with key stakeholder to improve ways of working in relation to incident response with emphasis on European member states and third countries due to loss of access to systems such as RASFF. 	<p>Consumer Insight</p> <ul style="list-style-type: none"> •Run and publish wave 13 of the Food in Scotland Tracker. <p>Communications and Marketing Strategy</p> <ul style="list-style-type: none"> •Develop a new consumer segmentation profile to support future targeting of communications on diet and nutrition. <p>Campaigns</p> <ul style="list-style-type: none"> •Promote the FSS Alert Service on social media

Audit Assurance

- Develop and implement a risk based programme of audit focussed on the dissemination of best practice and continuous improvement covering the delivery of Official Controls by local authorities and FSS.

Meat Official Control Delivery

- Fully implement the requirements of the Official Control Regulation in FSS approved meat establishments in Scotland.
- Complete the first of a new series of audit cycles for approved meat establishments.

Incident Management

- Develop an FSS incident prevention strategy aimed at assisting industry in reducing the number and severity of incidents in key areas.

Regulatory Strategy

- Republish the refreshed Regulatory Strategy public document to reflect the re-prioritisation of work streams now delivered under the programme of work.

Food safety research and surveillance programme

- Commission a survey of mycotoxins and other chemical contaminants in non-dairy alternative drinks and oat products on retail sale in Scotland.
- Finalise and consult on FSS guidelines for undertaking surveys.

--	--	--	--	--	--