

The Strategic Risk Register is designed to reflect threats posed to the delivery of the Strategy – which the strategy itself identifies - and the most important risks to FSS are those which may affect the delivery of the strategic objectives and key goals. ELT are responsible for identifying the Strategic Risks linked to the risk areas identified within the strategy ([FSS Strategy 2021-2026](#))

This approach aims to lay out a clear and direct line between the risks identified in the strategy and each of the goals and strategic objectives. There is a cross link with business planning and progress to help inform the management of the risks. In other words, the mitigations and management of the risks in the strategy is through successful delivery of the corporate plan

The FSS Strategic Risk Register exists to ensure that:












- Strategic risks are identified.
- Strategic risks are assessed.
- The effectiveness of existing controls is evaluated.
- Residual risk is assessed.
- Risk treatment options are considered.
- Actions are determined and prioritised and action plans are implemented.
- The Strategic Risk Register supports the FSS Strategic Plan.

The FSS Risk Management Policy and Framework is currently under review and will be published alongside the new Strategic Risk Register following approval from the board.

## RISK MATRIX

<b>IMPACT</b>	Multiplier	1	2	3	4	5	Total	Trend
<b>Very High</b>	50			R2 R3	R4 R6 R7		5	+1
<b>High</b>	25				R1 R5		2	-1
<b>Medium</b>	10						0	-
<b>Low</b>	5						0	-
	Multiplier	1	2	3	4	5		
	<b>LIKELIHOOD</b>	Rare	Low	Medium	High	Very High		

## QUARTERLY SCORE TRENDS

	Q1	Q2	Q3	Q4
1. Covid-19	150	100 	100 	
2. Emerging Technology			150 	
3. Misinformation	150	150 	150 	
4. Public Sector Resourcing	100	100 	200 	
5. Changes to FSS's role & remit	100	100 	100 	
6. Delays In Recruitment	200	200 	200 	
7. EU Exit Budget Allocation			200	

## **Strategic Risk No 1:**

Impacts of the COVID-19 pandemic on our food and feed supply chains and regulatory resource, leading to new or increased risks to consumer interests and public health.

# COVID 19

Risk No: 1	Executive Lead: Ian McWatt	Version: 3	Date: 28/02/22
<b>Risk Title</b>		<b>Risk Description</b>	
<b>COVID 19</b>  <b>Impacts of the COVID 19 pandemic on our food and feed supply chains and regulatory resource, leading to new or increased risks to consumer interests and public health</b>		<b>Event:</b> Disruptions in the supply chain across the food industry and a diversion of regulatory resources to support the public health response.  <b>Cause:</b> Workforce absences due to outbreaks or other COVID controls impacting on availability for work.  <b>Effect:</b> The integrity of our food supply chain is compromised, introducing food safety risks and opportunities for food crime.	
<b>Strategic Objective(s)</b>		<b>Strategic Goals</b>	
<ul style="list-style-type: none"><li>• <b>Food is Safe and Authentic</b></li><li>• <b>Responsible Food Businesses are Enabled to Thrive</b></li><li>• <b>Consumers are empowered to make positive choices about food</b></li><li>• <b>FSS is Trusted and Influential</b></li></ul>		<ol style="list-style-type: none"><li>1. A food safety and standards assurance system that commands international respect and consumer confidence, supporting the Scottish economy beyond EU Exit.</li><li>2. A regulatory system that engages with businesses to educate and enable compliance, rewards best practice, and applies appropriate sanctions when laws are broken.</li><li>3. A research and data science capability which enables us to detect risks, monitor public health trends and consumer behaviours, and translate evidence into action.</li><li>5. Be respected as an authority on food protection and public health nutrition, promoting change through impactful relationships within and beyond Scotland that enable us to influence, learn and collaborate.</li></ol>	

# COVID 19

Current Risk					Target Risk				
Likelihood	Impact	SCORE	Trend	Proximity	Likelihood	Impact	SCORE		
4	25	100	Decreasing	Imminent	3	25	75		
CONTROLS IN PLACE									
Quarter 3									
Goal	Mitigating Actions						% Complete	Status	Expected Completion Date
1	<b>Imports:</b> Develop a new strategy for providing assurance over the safety and standards of food and feed imported into Scotland. This will help to ensure appropriate resources are allocated to official controls as part of wider COVID 19 recovery plans.						20	Delayed	31/07/22
2	<b>LA Delivery:</b> Work with Local Authorities to finalise COVID-19 recovery plans and monitor the reinstatement of official control delivery at food establishments across Scotland.						30	In Progress	31/03/23
	<b>LA Delivery:</b> Work with the FSA to develop and pilot a new regulatory assurance model to support targeting of enforcement on food standards. This will help to ensure best use of resources and reduce additional burdens placed on LAs due to impacts of COVID 19.						10	In Progress	31/03/22
	<b>Feed Delivery:</b> Establish a fully resourced animal feed delivery team and ensure a plan is in place to initiate proactive feed inspections at BCPs and producers in Scotland in line with COVID recovery.						50	On Track	31/03/22
	<b>Food Crime Prevention:</b> Develop, and keep under review, an EU Exit/COVID-19 problem profile and PIE action plan aimed at identifying and tackling food crime priority areas.						70	In Progress	31/03/22
	<b>Incident Management:</b> Develop an FSS incident prevention strategy informed by root cause analysis of incidents data, aimed at assisting industry in reducing the number and severity of incidents in key areas. This will help to target regulatory strategy, ensuring best use of resources and reduce additional burdens placed on LAs due to impacts of COVID-19.						50	On Track	31/03/22
3	<b>Data &amp; Digital Strategy:</b> 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. An effective data/digital strategy is needed to enable FSS to optimise use of SND for monitoring progress with LA recovery.						30	Delayed	31/01/22
	<b>Horizon Scanning and Surveillance:</b> Ensure we have the appropriate processes in place for identifying emerging and future risks to the food chain and sampling strategies for assessing potential impacts on Scotland, including those which have arisen as a result of the pandemic.						70	On Track	Ongoing
5	<b>Intelligence Sharing:</b> Ensure FSS is actively involved in global data and intelligence sharing networks on incidents and food crime, including issues which may have arisen as a result of the pandemic.						60	On Track	Ongoing

## Update on Corporate Plan Progress / Reasons for Delay

<b>GOAL 1:</b> Imports Delay	<ul style="list-style-type: none"><li>• Shifting landscape in relation to dates for implementation of controls.</li><li>• Difficulty in securing adequate number of qualified staff to undertake BCP checks, mainly OV resource but also EH resource, the latter is competing with EH resource required for LA recovery, Covid 19 and Export Health Certification.</li></ul>
<b>Corrective Actions</b>	<ul style="list-style-type: none"><li>• Resources identified and progressing albeit significant delays due to SGHR recruitment.</li></ul>
<b>GOAL 3:</b> 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	<ul style="list-style-type: none"><li>• Informal arrangements are in place for ensuring a strategic oversight of data/digital projects across FSS but work in this area is fragmented and lacks co-ordination.</li><li>• An outline proposal for a long-term data / digital strategy has been developed but this requires leadership and digital expertise.</li></ul>
<b>Corrective Actions</b>	<ul style="list-style-type: none"><li>• New C1 Head of Corporate and Digital Services in post and pulling together a Digital Strategy.</li></ul>

## **Strategic Risk No 2:**

Emerging Technology



# EMERGING TECHNOLOGY

<b>Risk No: 2</b>	<b>Executive Lead: Ian McWatt</b>	<b>Version: 1</b>	<b>Date: 23/02/22</b>
Risk Title	Risk Description		
<p><b>EMERGING TECHNOLOGY</b></p> <p><b>Ensuring regulation and assurance keeps pace with new products and e-commerce and the expansion of online food markets</b></p>	<p><b>Event:</b> Divergent regulatory frameworks across the UK or regulatory frameworks in Scotland that are not fit for purpose and not based on science and evidence.</p> <p><b>Cause:</b> FSS failure/inability to adapt and develop suitable regulatory responses or measures that keep pace with, and take account of changes in technology in the food chain or at point of sale etc.</p> <p><b>Effect:</b> Lack of clarity for FBOs, industry, enforcers and consumers. Unintended consequences with regards to the operation of the Internal Market Act in Scotland</p>		
Strategic Objective(s)	Strategic Goals		
<ul style="list-style-type: none"> <li>• <b>Responsible businesses are enabled to thrive.</b></li> </ul>	<ol style="list-style-type: none"> <li>1. A food safety and standards assurance system that commands international respect and consumer confidence, supporting the Scottish economy beyond EU Exit.</li> <li>2. A regulatory system that engages with businesses to educate and enable compliance, rewards best practice, and applies appropriate sanctions when laws are broken</li> <li>3. A research and data science capability which enables us to detect risks, monitor public health trends and consumer behaviours, and translate evidence into action</li> <li>4. A food environment which empowers consumers to make safe, healthy, and sustainable choices.</li> </ol>		

## EMERGING TECHNOLOGY

Current Risk					Target Risk				
likelihood	Impact	SCORE	Trend	Proximity	Likelihood	Impact	SCORE		
3	50	150	Increasing	Close	3	25	75		
<b>CONTROLS IN PLACE</b>									
<b>Quarter 3</b>									
Goal	Mitigation Actions						% Complete	Status	Expected Completion Date
1	Engagement with FSA and SG with regards to impact any England only reviews (genome editing, novel foods regulatory review, anticipatory regulation) will have on the regulatory frameworks in Scotland and how FSS can engage with UKG matters.						20	Ongoing	N/A
1	Discussions with SGLD on potential legislative vehicles that could introduce regulatory regimes across GB, initially developed as UKG only initiatives.						10	Ongoing	N/A
1	Liaison with Ministers and CUKR on matters where there are increased sensitivity (genome editing).						20	Ongoing	N/A
3	Development and commissioning of targeted consumer research, undertaken by Social Science, to fill evidence gaps around emerging technologies and how they will impact the future regulatory landscape. This research can also be used to inform and support any recommendations to ELT, Board, Ministers.						20	Ongoing	N/A

## Update on Corporate Plan Progress / Reasons for Delay

**GOAL 3:** 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.

### Corrective Actions

**GOAL 2:** Working with SFELC, develop enforcement and compliance strategies to support effective delivery of Official Controls in emerging areas of commerce and online trading.

### Corrective Actions

## **Strategic Risk No 3:**

Misinformation

# MISINFORMATION

<b>Risk No: 3</b>	<b>Executive Lead: Julie Hesketh-Laird</b>	<b>Version:</b>	<b>Date: 28/02/22</b>
<b>Risk Title</b>		<b>Risk Description</b>	
<p><b>MISINFORMATION</b></p> <p><b>Strengthen FSS brand and reputation to cut through misinformation, stand out in a noisy landscape and be the trusted source for information based on science and evidence.</b></p>		<p><b>Event:</b> Spread of third party false or negative information in the public domain reaching, or targeted at, FSS audience segments.</p> <p><b>Cause:</b> Negative publicity, unforeseen events or food related incidents, businesses with contradictory messages looking for commercial gain. The risk applies mostly to digital channels, for example social media.</p> <p><b>Effect:</b> Brand and reputational damage impacting FSS' authority as a trusted source.</p>	
<b>Strategic Objective(s)</b>		<b>Strategic Goals</b>	
<ul style="list-style-type: none"> <li>• <b>Consumers are empowered to make positive choices about food.</b></li> <li>• <b>FSS is trusted and influential.</b></li> </ul>		<p>5. Be respected as an authority on food protection and public health nutrition, promoting change through impactful relationships within and beyond Scotland that enable us to influence, learn and collaborate.</p> <p>6. Engage with all parts of society in Scotland; understanding the issues that matter to consumers and providing information that is tailored to their needs.</p>	

## MISINFORMATION

Current Risk					Target Risk			
Likelihood	Impact	SCORE	Trend	Proximity	Likelihood	Impact	SCORE	
3	50	150	Increasing	Approaching	3	25	75	
CONTROLS IN PLACE								
Quarter 3								
Goal	Mitigation Actions					% Complete	Status	Expected Completion Date
5/6	Ensure the FSS crisis and incident communication plans are reviewed and updated in line with organisational changes and increased remit.					30		Jul-22
5/6	Develop a robust social media strategy to build a stronger voice online, increase following and engagement with key audience segments.					30		Sept-22
5/6	Monitor media coverage and digital platforms for FSS mentions and contradictory messages and/or misinformation. Provide reaction/ responses as appropriate whilst remaining considered and being evidence led.					Ongoing		Ongoing
5/6	Develop, launch and promote the new dietary guidance tool that provides helpful information and guidance to consumers on healthy eating.					100		Live currently with future developments planned
5/6	Continually carry out research with audience segments to ensure FSS are abreast of opinions, trends, behavioural patterns and understand the levers necessary to influence change.					Ongoing		Ongoing
5/6	Ensure FSS guidance documents are accurate and easily accessible and promoted in a timely fashion.					Ongoing		Ongoing

## MISINFORMATION

### Update on Corporate Plan Progress / Reasons for Delay

**GOAL 6:** Communications and Marketing Strategy.

**GOAL 6:** Develop a new education strategy, including engagement with schools and teachers to promote food safety and nutrition resources and evaluate future requirements.

**GOAL 6:** Design a targeted communications plan to support FSS's strategic priority on improving Scotland's diet.

**GOAL 6:** Promote the FSS Alert Service on social media.

All delayed due to resource constraints but most planned for Q1/2 of next FY.

## **Strategic Risk No 4:**

Public Sector Resourcing  
increasing pressures on Local Authorities and FSS  
result in a delivery model which lacks the resilience  
needed to meet future challenges.



# PUBLIC SECTOR RESOURCING

<b>Risk No: 4</b>	<b>Executive Lead: Ian McWatt</b>	<b>Version: 3</b>	<b>Date: 28/02/22</b>
<b>Risk Title</b>		<b>Risk Description</b>	
<p><b>PUBLIC SECTOR RESOURCING</b></p> <p><b>Increasing pressures on Local Authorities and FSS result in a delivery model which lacks the resilience needed to meet future challenges.</b></p>		<p><b>Event:</b> Local Authorities are unable to deliver food law requirements as prescribed in the Food Law Code of practice.</p> <p><b>Cause:</b> The Public Sector has failed to invest in the training and supply of professional resource, mainly due to funding cuts.</p> <p><b>Effect:</b> The demand for professionally qualified staff within Local Authority Environmental Health and Public Analyst Services far outstrips supply risking the ability to meet statutory food law intervention requirements.</p>	
<b>Strategic Objective(s)</b>		<b>Strategic Goals</b>	
<ul style="list-style-type: none"> <li>• <b>Food is Safe and Authentic</b></li> <li>• <b>Responsible Food Businesses are Enabled to Thrive</b></li> <li>• <b>Consumers are empowered to make positive choices about food</b></li> <li>• <b>FSS is Trusted and Influential</b></li> </ul>		<ol style="list-style-type: none"> <li>1. A food safety and standards assurance system that commands international respect and consumer confidence, supporting the Scottish economy beyond EU Exit.</li> <li>2. A regulatory system that engages with businesses to educate and enable compliance, rewards best practice, and applies appropriate sanctions when laws are broken</li> <li>5. Be respected as an authority on food protection and public health nutrition, promoting change through impactful relationships within and beyond Scotland that enable us to influence, learn and collaborate.</li> </ol>	

# PUBLIC SECTOR RESOURCING

Current Risk					Target Risk			
Likelihood	Impact	SCORE	Trend	Proximity	Likelihood	Impact	SCORE	
4	50	200	Increasing	Imminent	3	25	75	
<b>CONTROLS IN PLACE</b>								
<b>Quarter 3</b>								
Goal	Mitigating Actions					% Complete	Status	Expected Completion Date
1	<b>Imports and Exports:</b> Develop a new strategy for providing assurance over the safety and standards of food and feed imported into and exported from Scotland. This will help to ensure understanding of resource requirements that are additional to pre EU Exit and allow better targeting of resources towards risks and priorities identified.					20	Delayed	31/07/22
	<b>Domestic Assurance:</b> Re-commence Local Authority Audit programme of work.					20	In Progress	31/03/22
	<b>Public Analyst Laboratory Service:</b> Review of current model.					20	In progress	31/03/23
2	<b>LA Delivery:</b> Work with Local Authorities to monitor the reinstatement of official control delivery at food establishments across Scotland including the gathering of re-start data via regular temperature check questionnaires and data on estimated future resource requirements.					30	In Progress	31/03/23
	Develop and pilot a new regulatory assurance model to support targeting of enforcement on food standards. This will help to ensure best use of resources and reduce additional burdens placed on LAs due to impacts of COVID-19.					10	In Progress	31/03/22
	<b>LA Delivery:</b> Consider areas of simplification to the current delivery model developing a system that targets resources towards (Board Seminar Dec-21).					0	Not Started	
	<b>Regulatory Strategy:</b> Consideration of sustainable funding mechanisms for LA's.					10	On Track	31/03/23
	Modernise the Primary Production enforcement regime delivered by LAs to target resource at high risk areas and allow remote intervention where appropriate.					10	In Progress	31/06/23
Provide an effective Food Law Business Portal to assist business compliance and assist LAS in management of new businesses and in the provision of business support and education.					5	In Progress	31/03/25	
5	<b>Data and Digital Strategy:</b> 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. An effective data/digital strategy is needed to enable FSS to optimise use of SND for monitoring LA performance.					30	Delayed	31/01/22
	<b>Horizon Scanning and Surveillance:</b> Ensure we have the appropriate processes in place for identifying emerging and future risks to the food chain and sampling strategies for assessing potential impacts on Scotland.					70	On Track	Ongoing

## Update on Corporate Plan Progress / Reasons for Delay

<p><b>GOAL 1:</b> Imports Delay</p>	<ul style="list-style-type: none"> <li>• Shifting landscape in relation to dates for implementation of controls.</li> <li>• Difficulty in securing adequate number of qualified staff to undertake BCP checks, mainly OV resource but also EH resource, the latter is competing with EH resource required for LA recovery, Covid-19 and Export Health Certification.</li> <li>• Current SG proposals for centralisation of BCP controls could mitigate risk but would change the FSS Import role.</li> </ul>
<p><b>Corrective Actions</b></p>	<ul style="list-style-type: none"> <li>• Resource required to develop FSS strategy.</li> <li>• Clarification required on Scottish Government direction.</li> </ul>
<p><b>GOAL 3:</b> 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>	<ul style="list-style-type: none"> <li>• Informal arrangements are in place for ensuring a strategic oversight of data/digital projects across FSS but work in this area is fragmented and lacks co-ordination.</li> <li>• An outline proposal for a long-term data/digital strategy has been developed but this requires leadership and digital expertise.</li> </ul>
<p><b>Corrective Actions</b></p>	<ul style="list-style-type: none"> <li>• New C1 Head of Corporate and Digital Services in post and pulling together a Digital Strategy.</li> </ul>

## **Strategic Risk No 5:**

Changes to FSS's role and remit

# CHANGE TO FSS's ROLE AND REMIT

<b>Risk No: 5</b>	<b>Executive Lead: Julie Hesketh-Laird</b>	<b>Version:</b>	<b>Date: 18/02/22</b>
<b>Risk Title</b>	<b>Risk Description</b>		
<b>Scottish Ministers drive changes in FSS Strategy and delivery responsibilities.</b>	<p><b>Event:</b> Changes to FSS strategy and work plan are needed based on Ministerial decision on our roles and responsibilities.</p> <p><b>Cause:</b> FSS is directed by Ministers to deliver on new responsibilities or that we have responsibilities relieved from us. Presently potential changes include a risk that the proposed Scottish Veterinary Service (SVS) announced by Mairi Gougeon would remove our meat hygiene inspection functions and the Good Food Nation Bill has scope to expand our remit and responsibilities as it progresses through Parliament.</p> <p><b>Effect:</b> For SVS a reduction in our staffing and budget for OVs. For GFN potential for FSS growth required in order to deliver new responsibilities and a commensurate need for additional resources/budget by which to deliver.</p>		
<b>Strategic Objective(s)</b>	<b>Strategic Goals</b>		
<b>Impacts upon FSS's ability to delivery on all Strategic Objectives</b>	<ol style="list-style-type: none"> <li>1. A food safety and standards assurance system that commands international respect and consumer confidence, supporting the Scottish economy beyond EU Exit.</li> <li>2. A regulatory system that engages with businesses to educate and enable compliance, rewards best practice, and applies appropriate sanctions when laws are broken.</li> <li>3. A research and data science capability which enables us to detect risks, monitor public health trends and consumer behaviours, and translate evidence into action.</li> <li>4. A food environment which empowers consumers to make safe, healthy, and sustainable choices.</li> <li>6. Engage with all parts of society in Scotland; understanding the issues that matter to consumers and providing information that is tailored to their needs.</li> </ol>		

## CHANGE TO FSS's ROLE AND REMIT

Current Risk					Target Risk			
Likelihood	Impact	SCORE	Trend	Proximity	Likelihood	Impact	SCORE	
4	25	100	Increasing	Approaching	4	10	40	
CONTROLS IN PLACE								
Quarter 3								
Goal	Mitigating Actions					% Complete	Progress	Expected Completion Date
<b>All</b>	SVS: FSS involvement and influence through the SVS Steering Group and Working Group.					0	On Track	?
	Good Food Nation: Close working with the SG Bill team to understand opportunities and risks for FSS to gain additional responsibilities under the Bill.					30	Ongoing	Oct-22
	Monitoring and providing evidence on the Bill throughout its parliamentary passage.					30	Ongoing	Oct-22
	Working with key stakeholders to understand their views on what is required to achieve GfN.					20	Ongoing	Ongoing
	Appointment of communications support to monitor Bill progress and stakeholder reaction pending appointment of Public Affairs role.					100	On Track	Appointed Jan-22
	Establishing a new Head of Public Affairs role in FSS to ensure the importance of FSS and our role and responsibilities and achievements have visibility and understanding by MSPs. Will develop an engagement plan with key Parliamentarians to grow understanding of our role and functions and challenges. And plans are in place to monitor our regard and visibility in the Parliament – a baseline survey being commissioned for Q3 2022 and regular monitoring and tracking thereafter.						On track	Interviews end Feb. Expected role filled by end May-22
	Developing a wider stakeholder engagement plan to grow understanding of our role and functions and challenges.					50	On track	Deliver in Q3 2022/23

## CHANGE TO FSS's ROLE AND REMIT

### Update on Corporate Plan Progress / Reasons for Delay

**GOAL:** All goals

- These risks have emerged since our Corporate plan was developed and are all new risks

**Corrective Actions**

- Incorporate work on SVS and GfN outcomes into our 2022/3 Corporate Plan.

**Emerging Strategic Risk No 6:**  
– for discussion

Delays in recruitment.



## DELAYS IN RECRUITMENT

<b>Risk No: 6 (emerging risk)</b>	<b>Executive Lead: Julie Hesketh-Laird</b>	<b>Version:</b>	<b>Date: 25/11/21</b>
<b>Risk Title</b>	<b>Risk Description</b>		
<p><b>DELAYS IN RECRUITMENT</b></p> <p><b>There is a risk that the continued inconsistent delivery of shared services provision toward FSS by SG HR could lead to further negative implications upon delivery of FSS Operational services across Scotland.</b></p>	<p><b>Event:</b> Continual inconsistent and inadequate service provision provided to FSS from SG Shared Services.</p> <p><b>Cause:</b> Lack of Scottish Government investment in HR Resource, outdated IT, Silo working between SG Recruitment and On-boarding teams and a general failure to modernise its approach to recruitment.</p> <p><b>Effect:</b> Significant delays in FSS recruitment and On-boarding has led to a high number of vacancies and vulnerabilities which has placed acute pressures on FSS ability to deliver upon Operational services. This ineffective system could lead to severe criticism and reputational damage from Business Owners, Politicians and National Media</p>		
<b>Strategic Objective(s)</b>	<b>Strategic Goals</b>		
<p><b>Resourcing Impacts upon FSS's ability to delivery on all Strategic Objectives</b></p>	<ol style="list-style-type: none"> <li>1. A food safety and standards assurance system that commands international respect and consumer confidence, supporting the Scottish economy beyond EU Exit.</li> <li>2. A regulatory system that engages with businesses to educate and enable compliance, rewards best practice, and applies appropriate sanctions when laws are broken.</li> <li>3. A research and data science capability which enables us to detect risks, monitor public health trends and consumer behaviours, and translate evidence into action.</li> <li>4. A food environment which empowers consumers to make safe, healthy, and sustainable choices.</li> </ol>		

# DELAYS IN RECRUITMENT

Current Risk					Target Risk		
Likelihood	Impact	SCORE	Trend	Proximity	Likelihood	Impact	SCORE
4	50	200	Static	Imminent	3	25	75

## CONTROLS IN PLACE

### Quarter 3

Goal	Mitigating Actions	% Complete	Status	Expected Completion Date
<b>All</b>	Letter sent to Permanent Secretary 18/09/21. Response received on 23/10/21 which led to a further two letters being prepared for consideration by Ross Finnie Chair of FSS Board.	100	Complete	Letters yet to be sent from Chair of Board
	New relationships are being developed between FSS Senior Management which has resulted in bi weekly meetings between Head of SGHR and FSS Head of Governance and Infrastructure to explore mutually beneficial solutions.	30	Ongoing	No expected completion date
	New Scottish Government Recruitment platform in place since January 22 which is easing recruitment delays. Marked as ongoing until teething issues resolved.	50	Ongoing	Review expected to be concluded by Apr-22
	SDBG have established a working group to review all recruitment issues and find solutions with Scottish Government.	50	Ongoing	Review expected to be concluded by Apr-22
	SG shared Services Transformation Programme.	50	On Track	01/04/23

# DELAYS IN RECRUITMENT

## Update on Corporate Plan Progress / Reasons for Delay

**GOAL:** All goals

- Letter sent to Permanent Secretary and Scottish Government from CEO highlighting significant concerns. Responses received 4/11.
- Two subsequent letters (14/11) have been prepared for Chair of FSS Board highlighting concerns specifically re recruitment of Vets and more generally SG HR Shared Services provision. No replied received to date. This work has now resulted in a SDBG working group exploring all concerns across delivery bodies with a view to bringing proposals to CEOs.
- New relationships are being developed between FSS Senior Management and SG Head of HR and Policy and Head of HR Shared Services to better understand competing demands and challenges. This has seen some early positive traction.
- SG Shared Services Transformation Programme have undertaken a review and have implemented a new IT system (Jan-22). This has resulted in some early positive progress which will still be subject to ongoing work and monitoring.

**Corrective Actions**

- Executive Leadership Team maintain strategic oversight of this risk.

**Emerging Strategic Risk No 7:**  
– for discussion

EU Exit budget allocation 2022 onwards.

# EU EXIT BUDGET ALLOCATION

<b>Risk No: 7 (emerging risk)</b>	<b>Executive Lead: Julie Hesketh-Laird</b>	<b>Version:</b>	<b>Date: 09/02/22</b>
<b>Risk Title</b>		<b>Risk Description</b>	
<p><b>EU EXIT BUDGET ALLOCATION 2022 ONWARDS</b></p> <p><b>There is a risk that FSS will have insufficient revenue budget allocation to deliver business as usual as well as EU Consequential work across Scotland.</b></p>		<p><b>Event:</b> FSS has been heavily impacted by leaving the EU and actual experience post-exit is bringing significant financial and staffing pressures on pre-existing and ongoing operational delivery.</p> <p><b>Cause:</b> On exiting the EU FSS were required to deliver functions that were repatriated to ensure the effective implementation of food and feed law across Scotland.</p> <p><b>Effect:</b> When law became retained EU law, FSS became legally responsible for a significant number of responsibilities that were previously undertaken by European institutions. This has led to increased demand and new responsibilities for FSS staff across Scotland without the required additional resource uplift to meet demand. Continued insufficient resource to undertake these functions could result in severe criticism for FSS and the Scottish Government</p>	
<b>Strategic Objective(s)</b>		<b>Strategic Goals</b>	
<p><b>Insufficient revenue budget impacts upon FSS's ability to delivery on all Strategic Objectives.</b></p>		<ol style="list-style-type: none"> <li>1. A food safety and standards assurance system that commands international respect and consumer confidence, supporting the Scottish economy beyond EU Exit.</li> <li>2. A regulatory system that engages with businesses to educate and enable compliance, rewards best practice, and applies appropriate sanctions when laws are broken.</li> <li>3. A research and data science capability which enables us to detect risks, monitor public health trends and consumer behaviours, and translate evidence into action.</li> <li>4. A food environment which empowers consumers to make safe, healthy, and sustainable choices.</li> </ol>	

## EU EXIT BUDGET ALLOCATION

Current Risk					Target Risk			
Likelihood	Impact	SCORE	Trend	Proximity	Likelihood	Impact	SCORE	
4	50	200	Increasing	Imminent	3	25	75	
<b>CONTROLS IN PLACE</b>								
<b>Quarter 3</b>								
Goal	Mitigating Actions					% Complete	Status	Expected Completion Date
<b>All</b>	FSS Workforce Plan 2022-25 has identified which areas of FSS have been most severely impacted by EU Exit and exactly what additional resource (56 posts) is required to mitigate this.					30	Ongoing	Ongoing Review
	CEO has written to Scottish Government senior officials outlining budgetary EU Consequential pressures and met recently with Caroline Lamb to discuss options.					50	Ongoing	Ongoing Review
	FSS senior managers have met with SG Finance leads to discuss the budget pressures and further meetings are to take place in the near future to find solutions.					50	Ongoing	Ongoing Review
	Executive Leadership Team are meeting (17/2) to explore what additional measures can be put in place to prioritise vacant and new EU Consequential required posts.					50	Ongoing	31/03/22

## EU EXIT BUDGET ALLOCATION

### Update on Corporate Plan Progress / Reasons for Delay

**GOAL:** All goals

- CEO has written to Scottish Government senior officials outlining budgetary EU Consequential pressures and met recently with Caroline Lamb to discuss options.
- FSS senior managers have met with SG Finance leads to discuss the budget pressures and further meetings are to take place in the near future to find solutions.
- Workforce Plan 2022-25 has identified which areas of FSS have been most severely impacted by EU Exit and exactly what additional resource (56 posts) is required to mitigate this.
- Executive Leadership Team are meeting (17/2) to explore what additional measures can be put in place to prioritise vacant and new EU Consequential required posts.

**Corrective Actions**

- Executive Leadership Team maintain strategic oversight of this risk.