

Performance against Corporate Plan: Year 1 Delivery

1 Purpose of the paper

- 1.1 This paper provides the Board with sight of what we have delivered in Year 1 (Y1) of our Corporate Plan.
- 1.2 The Board is asked to:
 - **Note the achievements of FSS in Y1 of our 5-year Strategy.**

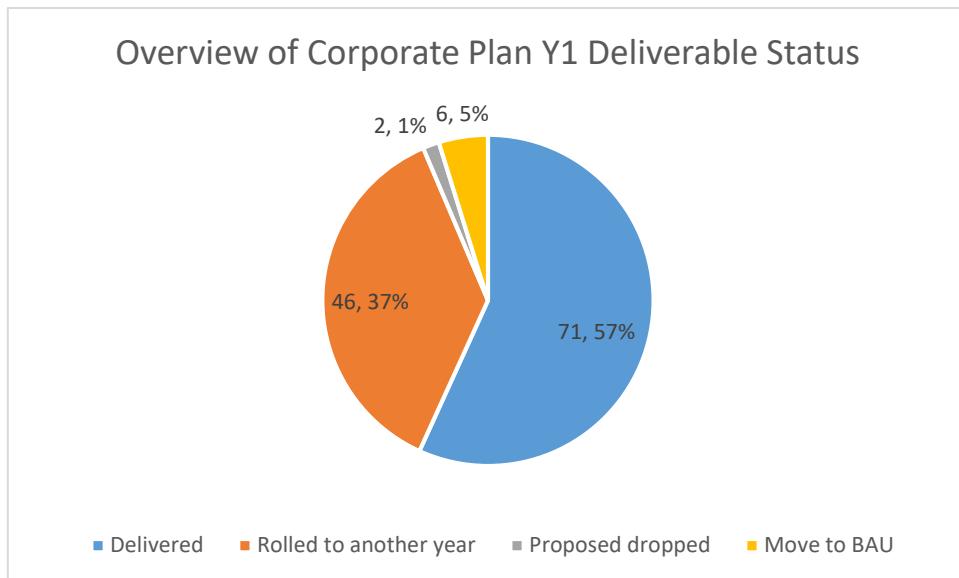
2 Strategic aims

- 2.1 This work supports all of the FSS Strategic outcomes.

3 Background

- 3.1 An internal exercise, led by the FSS Corporate Governance team, has taken place to identify from our Corporate Plan which Year One (Y1) commitments had been successfully delivered, are still underway or had been deferred or dropped.
- 3.2 This work has been supported through several internal governance group discussions in forums such as the FSS Corporate Governance Group and the new Directorate Leadership Group. Note that the work was completed before the SG Resource Spending Review was published on 31 May 2022.
- 3.3 The result of this exercise is presented in **Section 4** of this paper and in **Annex A** which provides further detail of the Y1 priority deliverables.
- 3.4 The results, also include the unpublished eighteen Maintaining Organisational Excellence Y1 priority deliverables.
- 3.5 This exercise demonstrates FSS internal rigor associated with monitoring progress towards the six goals, and five strategic outcomes, described in the FSS strategy.

4 Discussion: Y1 Priority Deliverable review



- 4.1 Seventy one Y1 priority commitments were successfully delivered.
- 4.2 Forty six Y1 priority deliverables are proposed rolled forward, of these:
 - 4.2.1 Seven were not started in Y1 as planned, mainly due to external dependencies, internal resource challenges and/or competing priorities.
 - 4.2.2 Thirty nine have started but not delivered as scheduled. The majority are now anticipated to be delivered in Y2 and a small number in Y3.
- 4.3 It should be noted though we recognise that given the announcement of the SG Resource Spending Review it will be necessary to look again to test if all the rolled deliverables identified for delivery in Y2 is appropriate given we are likely to need to reprioritise in advance of the SG's published plans for a financial freeze for FSS until 2027 at the earliest.
- 4.4 Six Y1 priority deliverable are proposed to be classified as business as usual (BAU) because they have been largely completed with final work being managed via Divisional BAU activity.
- 4.5 There were a number of highlights during Y1:
 - 4.5.1 FSS published numerous guides and resources on our FSS website, helping to inform consumers, Local Authorities and consumers etc. Examples include:
 - The launch of a new allergens hub providing clear and consistent messaging on implications of Pre-Packed for Direct Sale (PPDS) changes. This was supported by an industry wide campaign to support businesses.

- Publication of healthier catering guides for industry, promoting the update of Menucal to support calorie labelling.
- The launch, and promotion, of a new dietary guidance resource ('Eat Well, Your Way').
- Publication of a situation report on the impact of the COVID-19 pandemic on retail and out of home purchasing behaviour.
- Publication of the final report of FSS's microbiological survey of minced beef on retail sale in Scotland.

4.5.2 A number of campaigns were also undertaken. Examples include:

- A targeted campaign to promote awareness of the 'three lines of defence' in addressing food crime and how it can be reported through the Scottish Food Crime Hotline.
- Promotion of the new FSS strategy to consumers, industry and stakeholders.
- A targeted Vitamin D Campaign (Oct-21 to Mar-22) to promote awareness and uptake of FSS recommendations.

4.5.3 Within FSS there were also notably the following highlights:

- Launch of a new Workforce Plan for FSS.
- Development and implementation of a new FSS Strategic Risk Register.
- Successful reopening of Pilgrim House within current guidance to provide a COVID safe and secure workplace.

4.6 There were also accompanying challenges in Y1 which delayed the anticipated delivery date of some priority deliverables, these include:

4.6.1 Resource challenges due to significant delays in SG recruitment.

4.6.2 Conflicting priorities, e.g. responding to the reactive nature of the COVID-19 pandemic and EU Exit consequences.

4.6.3 LAs requiring assistance with the resource calculation tool and the transfer of business to the food law rating system which was serviced via online workshop sessions. In addition the continuous COVID-19 restrictions in Scotland resulted in inspection programmes being started, suspended and then re started again during the year on a number of occasions.

4.7 The Y1 analysis work also provides an opportunity to detail our Y1 progress against the Corporate Plan, and ultimately our five Strategic Outcomes, in the Annual Report and Accounts (ARA) for 2021 – 22.

5 Equality Impact Assessment and Fairer Scotland Duty

5.1 Completion of an Equality Impact Assessment and Fairer Scotland Duty Assessment are not required for this paper.

6 Conclusion

6.1 We plan to communicate what we have delivered over this first year to our stakeholders, including business & consumer groups who attended our stakeholder workshops as we developed our strategy. We will also undertake media liaison, including trade press, to highlight particular items of work we are especially proud of and want to get some publicity over.

6.2 The Board is asked to:

- **Note the achievements of FSS in Y1 of our 5-year Strategy.**

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Annex A – Detail of Y1 progress

Delivered

GOAL 1: Deliverable Description
Regulated Products Implementation of the administrative processes, along with SG officials, required to support the GB regulated products system in Scotland.
Risk Analysis Established a structured risk analysis function within FSS. Recruited additional science and policy capability alongside the development of internal policies and procedures to facilitate effective working arrangements with FSA and other government departments.
Exports 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.
Capacity and Capability 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.
Exports (Capacity & Capability) Complete recruitment and training of certifying officers to meet demand for meat and seafood export health certificates.
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.
Frameworks 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.
Frameworks Develop a framework to monitor changes to EU food regulation, linked to SG commitments to keep pace.

GOAL 2: Deliverable Description
Animal Feed Delivery Appoint an Agricultural Analyst and finalise arrangements for official control sampling regimes for feed.
Animal Feed Delivery Establish training programmes to ensure feed officer competence for delivering official controls.
Compliance Implement a new programme of work to review and modernise food law activities at primary production facilities across Scotland.
Meat Delivery Re-tender contracts for locums to support the delivery of meat Official Controls.
Compliance Complete the roll-out of the Official Control Verification (OCV) model in FSS-approved meat establishments and local authority food businesses.
Meat Official Control Delivery Complete the first of a new series of audit cycles for FSS approved meat establishments.
Incident Management Review and agree Key Performance Indicators for incidents including targets where relevant.
Incident Management Develop a Root Cause Analysis Strategy to enable analysis of incidents data, to inform the FSS incident prevention strategy.
Regulatory Strategy 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.
Anticipated delivery early Financial Year 2, Q1
Incident Management Develop an FSS incident prevention strategy aimed at assisting industry in reducing the number and severity of incidents in key areas.

GOAL 3: Deliverable Description
Research Strategy 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.
Food Safety Research & Surveillance Programme 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.
Horizon Scanning & Surveillance 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.
Social Science Undertake a review of social science requirements across FSS and future resourcing needed to support risk analysis and policy development needs.
Food Safety Research & Surveillance Programme Commission a survey of mycotoxins and other chemical contaminants in non-dairy alternative drinks and oat products on retail sale in Scotland.
Nutrition Science Set up a data analysis framework for dietary data collected using Intake 24.

GOAL 4: Deliverable Description
Labelling 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.
Allergens 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.

Labelling 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.

Labelling 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 to ensure effective implementation of PPDS requirements.

Food Crime 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.

Food Crime Develop and roll out a training tool to assist industry in the identification, prevention and reduction of food and feed crime.

Food Crime Develop and publish a food crime prevention guide in order to assist Scottish businesses in identifying and addressing food crime.

Nutrition Policy Publish healthier catering guides for industry, promoting uptake of MenuCal to support calorie labelling.

Anticipated delivery early Financial Year 2, Q1

Consumer Information Scheme Develop the high-level principles for a new consumer information scheme in Scotland.

Food Crime 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.

GOAL 5: Deliverable Description

Guidance & Tools for Food Businesses & Local Authorities Develop a project plan for establishing a portal for business registration and the provision of guidance on food safety management.

Incident Management Review of the Incident Management Framework and associated plans incorporating lessons learned from pandemic response.

Incident Management In collaboration with FSA, develop and deliver a virtual conference showcasing the UK incident management model and best practice.

Incident Management 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.

FSS Strategy Launch FSS's new Strategy and Corporate Plan following the election period, ensuring Ministers and the Scottish Parliament are fully consulted.

Guidance & Tools for Food Businesses & Local Authorities Publish the updated on-line food safety management tools for fresh produce and smoked fish production

Nutrition Advice 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.

Nutrition Advice Launch a new dietary guidance resource ('Eat Well, Your Way').

Nutrition Advice Publish a situation report on the impact of the COVID-19 pandemic on retail and out of home purchasing behaviour.

Anticipated delivery early Financial Year 2, Q1

Strategic Engagement Deliver a new stakeholder mapping and analysis framework to support FSS's new structure and responsibilities.

Food Crime 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.

GOAL 6: Deliverable Description

Campaigns Run a targeted campaign to promote awareness of the 'three lines of defence' in addressing food crime and how it can be reported through the Scottish Food Crime Hotline.

Communication & Marketing Strategy Undertake a review of FSS's internal communications approach to identify areas for future improvement.

Consumer Insight Undertake and publish a tracker survey on the impacts of COVID-19 on consumer food trends.

Campaigns Promote the new FSS strategy to consumers, industry and stakeholders through an effective communications campaign.

Communication & Marketing Strategy Promote the FSS Alert Service on social media.

Consumer Insight Undertake and publish further waves of the tracker survey on the impacts of COVID-19 on consumer food trends.

Consumer Engagement Attendance at the Royal Highland Show (Virtual Event).

Consumer Insight 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.

Campaigns 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.

Communication & Marketing Strategy Design a targeted communications plan to support FSS's strategic priority on improving Scotland's diet.

Consumer Insight Undertake a review of questions for Wave 13 of the Tracker (food safety; scheduled for Q4).

Campaigns Design and promote a new 2021 Christmas food safety campaign.

Campaigns Run a targeted vitamin D campaign through the winter months to promote awareness and uptake of our recommendations.

Campaigns Promote the new dietary guidance resource ('Eat Well, Your Way').

Communications & Marketing Strategy Develop a new consumer segmentation profile to support future targeting of communications on diet and nutrition.

Campaigns Promote the FSS Alert Service on social media.

Consumer Insight Run and publish Wave 13 of the Food in Scotland Tracker.
Anticipated delivery early Financial Year 2, Q1
Internal Communications Promote FSS's new internal values throughout the organisation, ensuring all staff understand how they apply to business delivery and performance management.

MAINTAINING ORGANISATIONAL EXCELLENCE: Deliverable Description
People and skills Launch a new 3 year Workforce Plan for FSS; ensuring there are plans in place for engaging across the organisation on learning skills, development and succession planning.
People and skills Undertake a review of FSS results from the Civil Service People Survey, with an action plan developed for addressing issues raised.
Resourcing (finance) Develop a new Financial Management Plan.
Resourcing (finance) Publish hourly charge out rates for regulatory services, ensuring industry is fully informed of changes.
Governance Internal Audit Programme Management Office.
Governance Develop and implement a new Strategic Risk Register for FSS which incorporates an assurance mapping process to monitor internal measures for mitigating risks; to be reviewed quarterly by the Executive Leadership Team and Annually by the FSS Board.
Governance Complete a review of FSS's Business Incident Management Framework.
Accountability Publish FSS's Annual Report and Accounts 2020-21.
People & skills Prepare office facility to comply with current guidance to provide a COVID safe and secure workplace.
People & skills Finalise documentation including return to buildings protocols, induction procedures and workplace risk assessments.
People & skills Complete space planning, building maintenance checks, health and safety inspections.
People and skills Ensure staff are kept informed of the planning process and engage with trade unions on risk assessments.
Governance Facilitate a review of FSS's Strategic Risk Register by the FSS Board.
Internal Audit financial management
Anticipated delivery early Financial Year 2, Q1
Accountability Finalise and embed a set of Performance Metrics across all areas of FSS business for monitoring delivery of the Corporate Plan and assessing performance.
Resourcing (finance) Develop a new Financial Management Plan, which will be presented to the FSS Board during Q2.

Propose Rolled to Another Year

GOAL 1: Deliverable Description
Imports Ensure appropriate staff resources and contingency plans are in place for undertaking checks at Scottish feed BCPs.
Imports Consult on a new imports Code of Practice for local authorities, in advance of publication in Q4.
Frameworks Finalise remaining UK Common Frameworks and seek Ministerial approval for sign-off. Deliver supporting guidance for internal and external audiences.
Imports 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, HRFFNAO) 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.
Imports Define FSS's role and LA support required to implement import controls at BCPs in Scotland.
Imports Develop a new imports Code of Practice and associated guidance for Local authorities.
Imports Establish a training programme for relevant FSS and local authority staff on the Official Controls regime for imports.
Imports 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.
Imports (International Assurance) 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.

GOAL 2: Deliverable Description
Shellfish Delivery Commence the pilot for a new shellfish sampling model for Official Control monitoring in Shetland.
Animal Feed Delivery 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.
Local Authority Delivery Oversee the implementation of local authority COVID-19 Recovery Plans; working with the Scottish Food Enforcement Liaison Committee (SFECLC) to finalise plans and monitor the reinstatement of official control delivery at food establishments across Scotland.
LA Delivery Complete a pilot project for facilitating remote inspections on dairy farms
LA Delivery In collaboration with SFECLC, deliver a framework proposal for delivering remote inspections in primary production facilities across Scotland.

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

Compliance Develop and implement new compliance notices and an overarching code of practice for penalties and sanctions.

Sustainable Funding of Official Controls Review the development of high-level principles for the future funding of official controls, including considering a charging mechanism for imported food and feed.

Meat Official Control Delivery Fully implement the requirements of the Official Control Regulation in FSS- approved meat establishments in Scotland.

Meat Delivery Complete recruitment and training of new meat hygiene inspectors and Official Veterinarians, and develop a Learning & Development Strategy for all FSS Authorised Officers.

Meat Delivery Tender the replacement Operational Workflow IT system for capturing and reporting data on official control delivery in meat plants.

GOAL 3: Deliverable Description

Research Strategy Publish a refreshed FSS Science, Evidence and Information Strategy.

Data Science 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.

Research Strategy Engage with Public Health Scotland to develop proposals for reinstating work to integrate FSS data on food and diet with epidemiological data and foodborne illness risks.

GOAL 4: Deliverable Description

Regulatory Strategy Develop a project plan for consulting with consumers and stakeholders on a replacement for a new Consumer Information Scheme.

Nutrition Policy Provide revised recommendations for dietary policy drawing on the updated evidence base incorporating the impact of COVID-19 on dietary habits.

Nutrition Policy Develop a work programme to define and develop guidance on a healthy sustainable diet.

Consumer Information Scheme Update Local Authority guidance on the existing Food Hygiene Information Scheme (FHIS).

Labelling Update the voluntary front of pack nutrition labelling scheme in conjunction with the other administrations across the UK.

Labelling Review progress with Government plans for calorie labelling on alcohol products; assessing potential impacts on FSS nutrition strategy.

Labelling Review progress with proposals to amend retained EU legislation with respect to the labelling and composition standards on trade and the UK internal market.

GOAL 5: Deliverable Description

Foodborne illness reduction strategy Undertake a review of activities under our foodborne illness reduction strategy, identifying priority areas for action based on current evidence relating to reported incidence and risk factors

Strategic Engagement Complete a programme of engagement with international food regulators to raise awareness of our new strategy and identify common interests and scope for collaboration.

Partnerships – Sustainability Develop a work plan for collaborating with Zero Waste Scotland on food waste reduction strategy and joint campaigns.

GOAL 6: Deliverable Description

Communications and Marketing Strategy Ensure we have an appropriate in-house resource and expertise to deliver effective internal and external communications needed to support the new FSS Strategy.

Communications and Marketing Strategy Develop a new Communications and Marketing Strategy for FSS.

Consumer Engagement 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.

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

MAINTAINING ORGANISATIONAL EXCELLENCE: Deliverable Description

Governance Internal Audit: Best Value (Advisory-ensuring good governance and management of resources).

Proposed Dropped / Move to Business as Usual (BAU)

GOAL 2: Deliverable Description
Regulatory Strategy [proposed dropped] Consult on the Regulatory Strategy 2021-27 following a re-prioritisation exercise, prior to publication in Q4.
Compliance [proposed dropped] 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).
Animal Feed Delivery [BAU] Review feasible timescales for initiating proactive feed inspections in line with COVID restrictions and resourcing.
GOAL 3: Deliverable Description
Research Strategy [BAU] Undertake a review of evidence on food allergies in Scotland and identify areas for future research and action
Data Science [BAU] Undertake a review of FSS capacity and capability for delivering future data science aspirations
Data Science [BAU] Produce interactive dashboards on local authority inspection and sampling data for reporting across FSS and the enforcement community.
Food Safety Research and Surveillance Programme [BAU] Finalise and consult on FSS guidelines for undertaking surveys.
Research Strategy [BAU] 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.