

Performance against Corporate Plan: Year 2 Planning

1 Purpose of the paper

- 1.1 This paper sets out our proposed approach for delivery against FSS' Corporate Plan in Year 2 (Y2) given the current expected funding envelope to 2026/27 which currently does not take account of the consequence of EU Exit.
- 1.2 The Board is asked to:
 - **Comment and agree** on FSS's principles-based approach given the expected funding challenges.
 - **Agree** that, once the allocation of functions against the principles has been undertaken that the Board and senior executive should determine FSS priorities, the risks, issues and consequences and inform Ministers as appropriate.
 - Address the strategic questions set out in **para 8**.
 - Note and approve the set of suggested priority deliverables in **Annex A** or suggest in light of discussions, areas that could be de-prioritised.

2 Strategic aims

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

3 Background

- 3.1 An internal exercise lead by the FSS Corporate Governance team took place to identify and prioritise Y2 deliverables. These were mapped against FSS' strategic goals, although this is subject to review given the funding pressures we now face.
- 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 Governance Group. Note that the work was completed before the SG Resource Spending Review was published on 31 May 2022.
- 3.3 This exercise aimed to establish a published timeline for 2022/23 priority deliverables, 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 work identified for delivery in Y2 is appropriate, given we are likely to need to reprioritise in advance of written/published confirmation of the SG's plans for a financial freeze for FSS until 2027 at the earliest.

3.4 The result of this exercise is presented in this paper, and in Annexes, which detail FSS' proposed priority deliverables for Y2 of the Corporate Plan and items which could be deferred or dropped, should prioritisation be required.

4 Resource Spending Review (RSR)

4.1 The Executive is discussing some of the content with the RSR to ensure we have a full understanding of some of the proposals within it. For example, the RSR document states the focus will be on "*...targeted workforce growth in priority areas...*". However, there is as yet no detail what priority areas are referred to here. On first reading it would appear the consequences of EU exit do not make the cut but we don't know that is actually the case. Obviously, if our work isn't classed as priority then there are potential consequences of that which could be to leave Scotland reliant on UKG for some significant aspects of EU exit related work including on international trade.

4.2 The report also states of the need for "*...the reform and redesign of services, so that they deliver efficiently and effectively...*". This is something FSS would support given the cost and quality of some support services we receive from SG. However, in other areas of reform such as LA delivery it is unclear whether there is funding to make it more efficient and effective. That is, reform and redesign is likely to need investment but it is unclear where that will come from. The LA delivery risk is not going away and indeed with this current allocation is likely to get worse as we can expect further LA cuts to regulatory services thus exacerbating the risk.

4.3 FSS has no problem with the desire for more efficient delivery of public services, nor with the idea of closer working, collaboration and efficiency between public bodies, and has demonstrated such through its actions since inception. Equally, within the Scottish Administration, we are one of the most impacted organisations from EU exit and we need to understand more fully what recognition that has had in reaching decisions on our allocation and as importantly where our proposals to deliver a more efficient and effective LA delivery model now rest.

5 Discussion: Y2 Priority Deliverables

5.1 As the Board is aware, the Executive was anticipating some additional funding to address issues and challenges created by EU Exit. Far from "Brexit being done" there remain big challenges to overcome at a policy and technical level. This drives a considerable additional workload because the nature of the Trade Cooperation Agreement (TCA) between the UK and EU means we can no longer rely on the EU systems to provide information or undertake certain functions for us. Risk Analysis is a particular example where previously the European Food Safety Authority (EFSA) provided much of the risk analysis effort. We are shifting to a dedicated UK approach and this is creating resource challenges.

5.2 Without additional resources and with the prospect of real term cuts for the next five years with, on top of this, an increasing EU Exit driven workload, it has become clear to the Executive that focus is required to determine FSS' priorities and our strategic approach going forward. This may also mean reviewing some of the ideas in our 5-year Strategy and what can, should or must be delivered as part of our corporate plan.

5.3 The Executive is proposing that the Board takes a "principles based" approach to how we determine and shape priorities and ultimately review our functions and activities against a set of principles to help decide how priorities are driven. Prior to defining those principles the Executive intends to undertake an exercise to categorise the functions we currently undertake. Once that work is done we will focus on the principles eg We shall prioritise legal requirements; we shall prioritise efficiency improvements etc.

5.4 But it also needs a steer from the Board on your assessment of where the balance needs to be between EU and non EU work for FSS but also between "old work" and "new work". Third country status changes FSS' functions and role as a regulator. Not only is food safety important at an individual product level, but the system of food safety assurance becomes more relevant especially in terms of trade. And this begs a key strategic question **"Between EU exit consequences and "business as usual" where does the board see the balance of priority between the two?** A secondary question is the degree to which we continue to cover the full span of what we presently do or indeed if we consider whether we should focus on a reduced number of functions in order to cut our cloth accordingly.

5.5 The Board is asked to provide its views on:

- the principles based approach as described above;
- the categories in paragraph 5.6 - are they the right ones, too many or not enough?;
- their prioritisation; and
- whether there are any other or alternative categories the Board wishes us to consider.

5.6 The 8 proposed categories are:

- I. The function is statutory (with identification of the minimum statutory requirement to fulfil);
- II. The function is EU Exit related - but only FSS can undertake it;
- III. The function is EU Exit related - but other organisations could, or should, undertake the function (would need to identify the alternative location for the work);
- IV. The function ensures our advice and actions are evidence based and targeted and with identification of the minimum requirement to fulfil;
- V. The function supports other key SG priorities e.g. trade and exports;

- VI.** The function is administrative or a support function;
- VII.** The function seeks to address a key strategic risk for the organisation;
- VIII.** Obligations within scope of the 4 Nation Common Frameworks/MoU with the FSA.

5.7 Given the above and the significant questions posed, when reviewing the corporate plan to identify new Y2 priority deliverables, we have aimed to include work we consider to be discreet i.e. with identifiable 'milestones', e.g. the delivery of something specific including the publication of documents or guidance. The deliverables included in the plan aim to be achievable, strategic and outward facing and our plan assumes that our BAU work delivering our statutory objectives (such as industry regulation) will continue as usual. So routine business is not articulated in the plan, other than items of strategic and/or particular interest to our stakeholders.

5.8 The proposed Y2 Priority Deliverable Timeline is detailed in **Annex A**. This will be kept under review and while there are commitments here, the Executive may well need to amend further and we will of course keep the Board informed of any changes.

5.9 There are however challenges we could face in successfully delivering the Y2 priority deliverables. As already highlighted, one key dependency is that FSS has been heavily impacted by the consequences of leaving the EU and actual experience post-exit is bringing significant financial and staffing pressures as a consequence. In the interim, and in advance of more detailed Board discussion, the Executive has identified deliverables that can be deferred to another year or dropped. These are listed in **Annex B**. When undertaking this exercise the following points were noted:

- 5.9.1 Consideration of interdependencies between teams and areas of work e.g. if a project or activity relies on resource from across teams. An example includes the **Q1 Goal 5** deliverable, **Incidents Establish a cross office and external delivery plan to support the FSS incident prevention strategy for implementation during 2022/23**.
- 5.9.2 Some priority deliverables are also dependant on other agencies and Government timelines and priorities, for example under **Goal 4** the labelling activities, which are a priority for FSS, are subject to UK Government (UKG) timelines.

6 Identification of risks and issues

- 6.1 The identification of Y2 priority deliverables will support both monitoring outcomes against the new strategic goals and the associated strategic risk management.
- 6.2 As this paper makes clear, the current RSR settlement has not taken account of the consequences of EU Exit on FSS. The Executive will continue to engage with SG officials on the budget allocation for FSS.

7 Equality Impact Assessment and Fairer Scotland Duty

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

8 Strategic Questions for the Board

- 8.1 Between EU Exit consequences and “business as usual” where does the board see the balance of priority between the two?
- 8.2 Should the review of functions also include review of SG support functions we currently pay for (e.g. recruitment HR, legal advice, IT services and procurement advice) to test whether best value can be obtained through different provision?

9 Conclusion/Recommendations

- 9.1 There should be no doubt that the current funding proposals for FSS bring a range of challenges which potentially impact on delivery of the FSS strategy through to the management of strategic risks and consequences of leaving the EU. But given the resource challenge it is important that FSS takes a structured approach to understanding the implications, options and consequences that flow from the resource position. However, the Executive is clear that the issue isn’t just about “what” we do or don’t do going forward, but our capacity can also be influenced by how we work too, e.g. increased use of digital. Once the Board has considered this paper, the Executive will then plan for further Board engagement to determine the strategic priorities going forward.

- 9.2 The Board is asked to:

- **Comment and agree** FSS’s principles based approach given the expected funding challenges.
- **Agree** that, once the allocation of functions against the principles has been undertaken that the Board and senior executive should determine FSS priorities, the risks, issues and consequences and inform Ministers as appropriate.
- Address the strategic questions set out in **para 8**.

- Note and approve the set of suggested priority deliverables in **Annex A** or suggest in light of discussions, areas that could be de-prioritised.

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Annex A: Y2 Timeline

PRIORITY DELIVERABLES FOR YEAR TWO (2022-23) Quarter 1					
Goal 1	Goal 2	Goal 3	Goal 4	Goal 5	Goal 6
<p>A food safety and standards assurance system that commands international respect and consumer confidence, supporting the Scottish economy beyond EU Exit.</p>	<p>A regulatory system that engages with businesses to educate and enable compliance, rewards best practice and applies appropriate sanctions when laws are broken.</p>	<p>A research and data science capability which enables us to detect risks, monitor public health trends and consumer behaviours and translate evidence into action.</p>	<p>A food environment which empowers consumers to make safe, healthy, and sustainable choices.</p>	<p>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>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>
<p>Risk analysis Review FSS's procedures, capacity and capability for ensuring the UK risk analysis process takes full account of Scotland's interests. This will include a review of the risk analysis commitments in FSS-FSA MOU with a view to ensuring it more accurately reflects roles and responsibilities for risk assessment and risk management in line with the expectations of Scottish ministers.</p> <p>Continue to deliver the UK risk analysis process in Scotland to support Ministerial decision making and implementation of legislation where required.</p>	<p>Meat Delivery Tender the replacement Operational Workflow IT system for capturing and reporting data on official control delivery in meat plants.</p> <p>Shellfish Delivery Commence the pilot for a new shellfish sampling model for Official Control monitoring in Shetland.</p> <p>Feed Produce an animal feed sampling plan to examine the level of compliance within the feed producing industry and identify the responses required from FSS as the Competent Authority</p>	<p>Research Strategy Develop a new approach for delivering FSS's research portfolio under a Food and Health Research Programme (FHRP), which supports the prioritisation and monitoring of evidence needs across policy development, regulatory and risk analysis functions, ensuring an appropriate balance across strategic outcomes and goals.</p> <p>Food Safety Research and Surveillance Programme Commission an evidence review to support the design of a future risk based sampling programme for contaminants in fish and fishery products landed in the UK.</p> <p>Data Science Develop a FSS Digital Strategy which will outline our approach to leveraging modern digital technology –including how we will optimise the accessibility and value of data collected across FSS.</p> <p>Nutrition Science Publish the rapid evidence review on calorie labelling and consumer research on mandatory calorie labelling.</p> <p>Publish omnibus survey results of parents living in Scotland, exploring their views on diet.</p> <p>Nutrition Policy Deliver the partial BRIA, HIIA, EQIA and Fairer Scotland IA on proposals for mandatory calorie labelling to Scottish Government.</p>	<p>Labelling Work with the UK Government and other administrations as necessary on food labelling related matters including food and drinks marketed to infants and young children and areas identified following an awaited UK Government White paper.</p> <p>Publish in the Parliament the FSA-FSS Annual report on food standards, in collaboration with FSA and other departments.</p> <p>Further develop the allergens information hub to provide advice and sector specific technical guidance on the wider aspects of food allergies and intolerances.</p> <p>Deliver the Allergen Training Video for food businesses.</p> <p>Consumer Information Scheme Commission a social science research project to establish what consumers want included in a Consumer Information Scheme (CIS) and develop a plan for consulting with consumers and stakeholders.</p> <p>Nutrition Policy Publish and promote the healthier catering guides translated into 4 other languages.</p>	<p>Incidents Establish a cross office and external delivery plan to support the FSS incident prevention strategy for implementation during 2022/23.</p> <p>Reporting Deliver joint FSS/FSA contribution to UKG s.42 report on the UK-Australia Free Trade Agreement.</p> <p>Nutrition Advice Publish the updated healthy eating tutorial to support key stakeholders who are involved in disseminating nutrition information.</p> <p>Communication Drive media engagement and coverage around new FSS chair, including a media event building on from the strategy launch in 2021.</p> <p>Press and Media Deliver an engagement plan to cement existing relationship and build new ones positioning FSS as a trusted source of information and a 'go to' for comment.</p> <p>Partnerships Create opportunities to develop international partnerships, identifying common ambitions and scope for collaboration.</p>	<p>Campaigns Deliver a healthy eating consumer campaign that positions FSS as an authority on all things diet and nutrition. Give particular focus on reaching C2DE audiences and minority groups.</p> <p>Deliver pre and post campaign evaluation and consumer insight to inform future strategy and tactics.</p> <p>Accessibility Review of current practice, processes, language and technology. Consider wider audience segments than simply BSL, e.g. cognitive disabilities those with or deaf and blind groups.</p> <p>Education and community Delivery of a refreshed communications, marketing and engagement strategy for reaching young people and the education sector.</p>
<p>Capacity and Capability Implement new operational structure and begin to measure the benefits.</p> <p>Food Crime Publish the FSS Food Crime Control Strategy, outlining the food crime priorities for 2022/23.</p> <p>Incidents Enhance the current incident management system capability, streamlining processes to develop data and performance analysis.</p> <p>Joint Annual Report Publish the joint FSS/FSA Annual Report on Food Standards and lay in the Scottish Parliament in June 2022.</p> <p>Local Authority Delivery Produce a programme of work to re-balance and modernise Local Authority food law control delivery.</p> <p>Imports Deliver a training programme for relevant FSS and local authority staff on the Official Controls regime for imports.</p>					

MAINTAINING ORGANISATIONAL EXCELLENCE – Priority Deliverables

Produce an action plan based on the results of the Civil Service People Survey 2021.
Establish a People Board to ensure delivery of Workforce Plan recommendations and HR Strategies.

PRIORITY DELIVERABLES FOR YEAR TWO (2022-23)

Quarter 2

Goal 1	Goal 2	Goal 3	Goal 4	Goal 5	Goal 6
<p>A food safety and standards assurance system that commands international respect and consumer confidence, supporting the Scottish economy beyond EU Exit.</p> <p>Imports Define FSS's role and LA support required to implement import controls at BCPs in Scotland.</p> <p>Produce a new imports Code of Practice and associated guidance for Local Authorities.</p>	<p>A regulatory system that engages with businesses to educate and enable compliance, rewards best practice and applies appropriate sanctions when laws are broken.</p> <p>Food Crime/Incidents Implement the food crime vulnerability assessment tool to assist industry in the identification, prevention and reduction of food/feed crime and incidents.</p> <p>Feed Deliver a plan to implement new inspection and sampling regimes at producers in Scotland.</p> <p>Produce a training programme for relevant FSS and local authority staff on the feed Official Controls to ensure an acceptable level of competence in delivery of feed Official Controls on behalf of FSS.</p> <p>SND Development Publish the FHIS data from SND (replacing 32 x LA publications) and use of the data identify sensitive / private businesses.</p> <p>Digitalisation & Technology Launch the GIS functionality for the FSS Food Business Register.</p> <p>Regulatory Assurance Develop a proposal for utilisation of vTPA data for implementation of earned recognition for food businesses in Scotland.</p> <p>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.</p>	<p>A research and data science capability which enables us to detect risks, monitor public health trends and consumer behaviours and translate evidence into action.</p> <p>Research Strategy Publish a new Science and Research Strategy for FSS, supported by a refreshed web page and communications approach to raise awareness of our evidence needs and strengthen links across the scientific community to promote collaboration.</p> <p>Food Safety Research and Surveillance Programme Publish a survey on the chemical contamination of oats, oat products and plant-based milks.</p> <p>Nutrition monitoring Publish market research data on food and drink retail and out of home purchasing alongside data on eating patterns and behaviours.</p> <p>Nutrition Policy Provide evidence for SG to support drafting of policy instructions for mandatory calorie labelling regulations and restriction of HFSS promotions in the SG Public Health Bill.</p>	<p>A food environment which empowers consumers to make safe, healthy, and sustainable choices.</p> <p>Labelling Review the voluntary front of pack nutrition labelling scheme in conjunction with the other administrations across the UK.</p> <p>Review progress with Government plans for calorie labelling on alcohol products; assessing potential impacts on FSS nutrition strategy.</p> <p>Review progress with proposals to amend retained EU legislation with respect to the food information, labelling and composition standards on trade and the UK internal market.</p> <p>Allergens Establish a project, in partnership with LA's and Academics in the University of Glasgow, to look at anaphylaxis and its reporting in the education setting.</p> <p>Nutrition Policy Publish guidance for industry on implementing voluntary calorie labelling in Scotland.</p>	<p>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>Food Crime/Incidents Establish a consistent 4 nations data capture process in relation to the recording of food crime and food/feed safety incidents for ease and accuracy of reporting.</p> <p>Deliver a refreshed Incident Communications plan aligned with the incidents prevention strategy.</p> <p>Foodborne illness reduction strategy Develop a refreshed work plan for delivering FSS's foodborne illness reduction strategy, identifying priority areas for action based on current evidence relating to reported incidence and risk factors.</p> <p>Sustainability Deliver a sustainability strategy which sets out FSS' ambitions in this area and empowers teams to understand the environmental impacts of their work and make decisions with confidence.</p> <p>Engagement Develop a framework which supports teams to prioritise stakeholder engagement at domestic, EU and wider international levels. Provide practical tools to help staff evaluate engagement opportunities and share information and knowledge arising from connections.</p> <p>Marketing and Communications Strategy Deliver a communications and engagement strategy around the publication of joint annual report.</p> <p>Deliver a public affairs strategy to map out, build and maintain stronger relationships with key stakeholders.</p>	<p>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> <p>Marketing and communications Strategy Deliver a robust strategy that will take the organisation through to 2026.</p> <p>Food Safety Messaging Deliver a new evidence based communications approach for raising awareness of the risks of Campylobacter to the population groups which suffer the greatest burden of illness in Scotland.</p> <p>Develop collaborations with organisations and sectors which provide new channels for extending our reach and communicating with target groups at local, regional and national levels.</p> <p>Consumer tracker Deliver wave 14, with focus on Diet & Nutrition.</p> <p>Website Conduct an audit of the FSS website considering audience segmentation, user journeys, content and information relevance.</p> <p>Food crime Deliver a campaign to promote new digital food crime vulnerability assessment tool and promote the Scottish Food Crime Hotline generally with key stakeholders and consumers.</p>

MAINTAINING ORGANISATIONAL EXCELLENCE – Priority Deliverables

Prepare and deliver the Annual Report and Accounts 2021/22.

Create a HR SharePoint site for staff and managers to improve service and add value.

Deliver an effective FSS Operations recruitment strategy.

Consider recommendations from SG Delivery Bodies shared services working group.

Finalise Best Value Framework.

Progress recommendations from the Internal Audit of Information Security and Cyber Resilience across FSS.

PRIORITY DELIVERABLES FOR YEAR TWO (2022-23)
Quarter 3

Goal 1	Goal 2	Goal 3	Goal 4	Goal 5	Goal 6
<p>A food safety and standards assurance system that commands international respect and consumer confidence, supporting the Scottish economy beyond EU Exit.</p> <p>Enforcement Delivery Consult on the re-balance blue print and planning phase for workstreams.</p> <p>Approvals Code of Practice Produce a project plan and assign lead officer to work with SFECLC Approvals working group to deliver the Code of Practice for Approved Establishments</p> <p>FLCoP Phase 3 review Publish the Administration and Service Planning Food Law Code of Practice.</p> <p>UK Frameworks Implement the common frameworks where agreed by Ministers and facilitate effective partnership working to ensure these agreements are clearly understood and applied.</p>	<p>A regulatory system that engages with businesses to educate and enable compliance, rewards best practice and applies appropriate sanctions when laws are broken.</p> <p>Incidents Implement a system to share incident causation factors with industry in partnership with FSA, to reduce recurring themes.</p> <p>Food Law Business Portal Produce a project plan to Identify workstreams engaging with LA partners and cross office team.</p> <p>Penalties & Sanctions Develop and implement new compliance notices (including digital development of compliance notice for SND) and an overarching Enforcement Food Law Code of Practice.</p>	<p>A research and data science capability which enables us to detect risks, monitor public health trends and consumer behaviours and translate evidence into action.</p> <p>Data Science Undertake a review of FSS's Open Data Publication Policy and develop a plan for enhancing the availability of FSS datasets to external stakeholders.</p> <p>Social Science Develop a dedicated social research plan –linked to themes in FSS's FHRP and key evidence needs to support the delivery of risk analysis, regulatory strategy and communications activities across the organisation.</p> <p>Laboratory Capacity and Capability Review national capacity and capability for statutory food and feed testing and surveillance in Scotland, and develop a proposal for safeguarding laboratory provision of these services into the future.</p> <p>Nutrition Monitoring Deliver an analysis of Intake24 data for diet chapter in the 2021 Scottish Health Survey of measuring food intake against the Scottish Dietary Goals.</p> <p>Commence a stand-alone dietary survey using Intake24 to investigate dietary intakes in children and young people living in Scotland.</p>	<p>A food environment which empowers consumers to make safe, healthy, and sustainable choices.</p> <p>Allergens Evaluate the impact of the new labelling requirements for products which are PPDS in partnership with FSA.</p> <p>Promote, in partnership with FSA, the UK Anaphylaxis Registry In Scotland.</p> <p>Labelling - Sustainability Deliver a new campaign with ZWS to raise awareness of the role of food labelling in food safety and waste prevention.</p>	<p>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>Food Crime Deliver EMPICT operational action plans in partnership with the Netherlands Food and Consumer Product Safety Authority (NVWA), NFCU, Europol, Interpol and other international participating countries.</p> <p>Partnerships Review and refresh relevant agreements/MOUs/SLAs with strategic partners, ensuring they are fit for purpose in the post-EU exit landscape.</p> <p>Secure FSS agreement to a Strategic Partnership Agreement with Public Health Scotland.</p> <p>Engagement Complete a programme of engagement with international food regulators to identify common interests and scope for collaboration.</p>	<p>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> <p>Campaigns Run a targeted vitamin D campaign through the winter months to promote awareness and uptake of our recommendations.</p> <p>Develop a follow up healthy eating campaign highlighting developments with the dietary guidance tool.</p> <p>Digital communications Deliver a social media strategy to elevate FSS' position, levels of following and engagement.</p>

MAINTAINING ORGANISATIONAL EXCELLENCE – Priority Deliverables

Undertake a business planning process review and document proposals.

Undertake a HR Department review – redefine roles and responsibilities to support People Strategy.

PRIORITY DELIVERABLES FOR YEAR TWO (2022-23)
Quarter 4

Goal 1	Goal 2	Goal 3	Goal 4	Goal 5	Goal 6
<p>A food safety and standards assurance system that commands international respect and consumer confidence, supporting the Scottish economy beyond EU Exit.</p> <p>Capacity and Capability Measure the impacts of the new operational structure and undertake a benefits realisation exercise.</p> <p>Regulated Products Deliver the regulated products system in Scotland, continuing to meet statutory deadlines and ensure a process is in place for taking account of Scottish interests in recommendations for Ministerial approval.</p> <p>Work with the FSA to consider a review of the regulated products framework to ensure it can work effectively on a three and four country basis now and in the future.</p> <p>Food Crime Implement a food crime prevention strategy, in relation to food and feed crime through analysis, education and a partnership working structure.</p> <p>Re-balance blue print Produce phased plan for delivery of the re-balance work to include discovery phases of digitalisation elements.</p> <p>Food Law Code of Practice Publish the Enforcement (Penalties & Sanctions) Food Law Code of Practice and produce the first draft of approvals Food Law Code of Practice.</p> <p>Audit Assurance Deliver 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.</p> <p>Imports – International Assurance Input into the new UK 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 checks are carried out prior to approval of new imports.</p>	<p>A regulatory system that engages with businesses to educate and enable compliance, rewards best practice and applies appropriate sanctions when laws are broken.</p> <p>Meat Delivery Implement the Year 1 deliverables of the replacement operational Workflow IT system (ODITS) for capturing and reporting data on official control delivery in meat plants.</p> <p>Meat Official Control Delivery Fully implement the requirements of the Official Control Regulation in FSS approved meat establishments in Scotland.</p> <p>Food Law Business Portal Deliver a common data standard for food business categorisation and publish guidance for Local Authorities on its use.</p> <p>Penalties & Sanctions Scope the digital development requirement and finalise project plan for introduction of fixed penalty notices.</p> <p>Digitalisation & Technology Implementation of a single Approved Establishment list from SND, replacing the multiple lists currently available.</p> <p>Sustainable Funding Engage with key stakeholders to develop a National Framework for Official Control charging, along with a proposal for implementation.</p> <p>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.</p>	<p>A research and data science capability which enables us to detect risks, monitor public health trends and consumer behaviours and translate evidence into action.</p> <p>Research Strategy Develop a work plan, in collaboration with Public Health Scotland, for integrating FSS data on food and diet with epidemiological data and foodborne illness risks.</p> <p>Food Safety Research and Surveillance Programme Publish a report on the Whole genome sequencing (WGS) and analysis of historical Scottish Salmonella isolates from food, veterinary, environmental and clinical sources.</p> <p>Horizon Scanning and Surveillance Design a new long term food sampling programme for Scotland aimed at monitoring the safety and standards of foods purchased by consumers in Scotland.</p> <p>Nutrition monitoring Deliver proposals for monitoring and evaluation of policies designed to improve the out of home food environment.</p>	<p>A food environment which empowers consumers to make safe, healthy, and sustainable choices.</p> <p>Consumer Information Scheme Scope out, based on the high level principles and outcomes of research project, options for the Consumer Information Scheme digital solutions and develop a project plan for consulting with consumers and stakeholders.</p> <p>Nutrition Policy Deliver a draft code of practice for healthier children's menus</p> <p>Report on development of proposals for an Eating Out, Eating Well Framework</p>	<p>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>Nutrition Strategy Publish a refreshed Diet and Nutrition Strategy</p>	<p>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> <p>Consumer tracker Deliver the wave 15 with a focus on food safety.</p>

MAINTAINING ORGANISATIONAL EXCELLENCE – Priority Deliverables

Undertake a staff HSE culture review and develop a related action plan.

Produce a Board Report outlining our 2023 / 24 financial approach.

Progress recommendations from the internal Audit of FSS Procurement processes.

Progress recommendations from the Internal Audit of FSS Workforce Plan implementation.

Annex B: Proposed Y2 Deliverables identified as deferred or dropped

LA Delivery including Enforcement Delivery, Imports & Exports

Q1 Goal 1: [Defer] Local Authority Delivery Produce a programme of work to re-balance and modernise Local Authority food law control delivery.

Q1 Goal 4: [Defer] Allergens Further develop the allergens information hub to provide advice and sector specific technical guidance on the wider aspects of food allergies and intolerances.

Q2 Goal 1: [Drop] Imports Produce a new imports Code of Practice and associated guidance for Local Authorities.

Q2 Goal 2: [Drop] Feed Produce a training programme for relevant FSS and local authority staff on the feed Official Controls to ensure an acceptable level of competence in delivery of feed Official Controls on behalf of FSS.

Q2 Goal 4: [Defer] Allergens Establish a project, in partnership with LA's and Academics in the University of Glasgow, to look at anaphylaxis and it's reporting in the education setting.

Q3 Goal 1: [Drop] Approvals Code of Practice Produce a project plan and assign lead officer to work with SFECLC Approvals working group to deliver the Code of Practice for Approved Establishments.

Q3 Goal 2: [Defer] Penalties & Sanctions Develop and implement new compliance notices (including digital development of compliance notice for SND) and an overarching Enforcement Food Law Code of Practice.

Q4 Goal 1: [Defer] Re-balance blue print Produce phased plan for delivery of the re-balance work to include discovery phases of digitalisation elements.

Q4 Goal 1: [Defer] Food Law Code of Practice Publish the Enforcement (Penalties & Sanctions) Food Law Code of Practice and produce the first draft of approvals Food Law Code of Practice.

Q4 Goal 1: [Drop] Imports – International Assurance Deliver 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 2023.

Science Division including Risk Assessment, Food Protection Science and Surveillance and Analytical Unit

Q1 Goal 3: [Defer] Data Science Deliver and publish a FSS Digital Strategy which will outline our approach to leveraging modern digital technology –including how we will optimise the accessibility and value of data collected across FSS.

Q2 Goal 3: [Defer] Research Strategy Publish a new Science and Research Strategy for FSS, supported by a refreshed web page and communications approach to raise awareness of our evidence needs and strengthen links across the scientific community to promote collaboration.

Q3 Goal 3: [Defer] Data Science Undertake a review of FSS's Open Data Publication Policy and develop a plan for enhancing the availability of FSS datasets to external stakeholders.

Regulatory Policy including Labelling Standards and Regulated Products Branch (LSRP) and Food & Feed Safety & Hygiene policy

Q1 Goal 4 [Defer Y2 Q2 at least] Labelling Work with the UK Government and other administrations as necessary on food labelling related matters including food and drinks marketed to infants and young children and areas identified following an awaited UK Government White paper.

UK and International Relations

Q2 Goal 5: [Pause] Engagement Develop a framework which supports teams to prioritise stakeholder engagement at domestic, EU and wider international levels. Provide practical tools to help staff evaluate engagement opportunities and share information and knowledge arising from connections.

Q3 Goal 5: [Pause] Engagement Complete a programme of engagement with international food regulators to identify common interests and scope for collaboration.

Operational Delivery including Area 1, 2 & 3, Veterinary Profession and Export Fish Hubs

Q1 Goal 2: [Defer] Shellfish Delivery Commence the pilot for a new shellfish sampling model for Official Control monitoring in Shetland.

Regulatory Strategy

Q1 Goal 4: Consumer Information Scheme [CIS – further work could be deferred; Social Science element recommend continue] Commission a social science research project to establish what consumers want included in a Consumer Information Scheme (CIS) and develop a plan for consulting with consumers and stakeholders.

Q2 Goal 2: [launch deferred if digital colleagues not available] **Digitalisation & Technology**
Launch the GIS functionality for the FSS Food Business Register.

Q3 Goal 1: [(further work) deferred] **FLCoP Phase 3 review** Publish the Administration and Service Planning Food Law Code of Practice.

Q4 Goal 1: [defer] **Food Law Code of Practice** Publish the Enforcement (Penalties & Sanctions) Food Law Code of Practice and produce the first draft of approvals Food Law Code of Practice.

Q4 Goal 2: [defer] **Penalties & Sanctions** Scope the digital development requirement and finalise project plan for introduction of fixed penalty notices.

Q4 Goal 4: [delivery and rollout timescale could be deferred; science research element complete] **Consumer Information Scheme** Scope out, based on the high level principles and outcomes of research project, options for the Consumer Information Scheme digital solutions and develop a project plan for consulting with consumers and stakeholders.