

Strategic Indicator**Animal Welfare**Indicator Outcome Number**4,5,6**Indicator Measure

The number of category 3 & 4 welfare incidents recorded at the farm, in transport and at meat plants.

What is the role of FSS?

One of the key functions of Food Standards Scotland (FSS) is to ensure that animals are protected by Food Business Operators (FBO) prior to and during slaughter and killing.

On behalf of Scottish Government, FSS enforces legislation that ensures only licensed, trained and competent operatives are involved in slaughter, killing and related operations.

FSS also plays an important role in relation to assisting the Animal and Plant Health Agency (APHA) and Local Authorities with animal welfare on farm and during transport under a Service Level Agreement (SLA) with SG.

Where sufficient evidence is available, enforcement action is taken against any non-compliant business in relation to animal welfare. This is reflected in audit reports and the audit frequency will increase for non-compliant premises.

Why is this Strategic Indicator Important?

- It provides an overall view of welfare levels at slaughter
- It shows origin of welfare issues
- It allows FSS to detect negative trends and act, advising relevant organisations of emerging risk
- An area of interest for public and media, leading to queries/Freedom of Information requests.
- A possibility of reputational risk to FSS

Severity of Welfare IncidentsCategory 3

Technical breach of the Regulations but there was **no evidence** of any avoidable pain, distress or suffering to the animal during their killing and related operations.

Category 4

Breach of welfare Regulations with **evidence of** avoidable pain, distress or suffering to the animal during their killing and related operations, or a contravention poses a serious and imminent risk to animal welfare.

FSS Performance update – (refer to graphs – overview)

FSS is continuing to improve the monitoring and reporting system for animal welfare breaches. Recent initiatives in the summer of 2016 and increased controls in the autumn of 2016 raised the profile of animal welfare resulting in an increased level of reporting. FSS engaged in discussions and collaboration with the enforcement authorities competent for farm and/or transport (APHA and LAs) to improve monitoring and action on animal welfare non-compliances.

All animal welfare breaches that occur within approved slaughterhouses in Scotland are investigated and proportionate action is taken by qualified official veterinary personnel working on behalf of FSS, who are on site during slaughter. The action will range from verbal advice, enforcement letters, welfare enforcement notices to investigations with a view to providing reports to the Procurator Fiscal, and if required the suspension or revocation of slaughterer's Certificate of Competence.

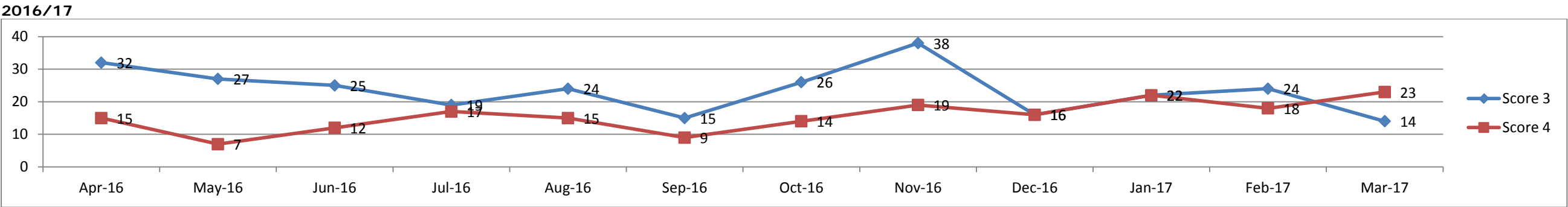
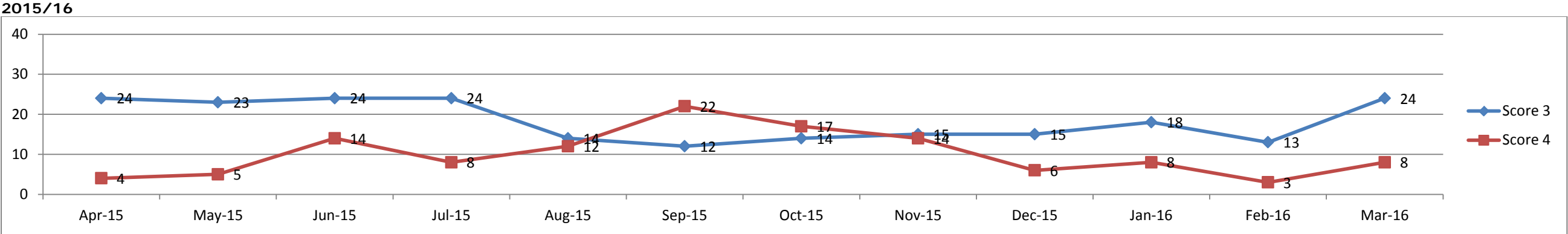
FSS Influence on performance markers

- FSS has enforcement power/tools to stop/change/influence processes to ensure animal welfare at slaughter is protected.
- FSS report all issues to competent authorities (APHA/LA), providing the required information and evidence to improve welfare on farm and during transport.
- FSS collaborate with APHA and LAs to improve the overall welfare of animals in Scotland.

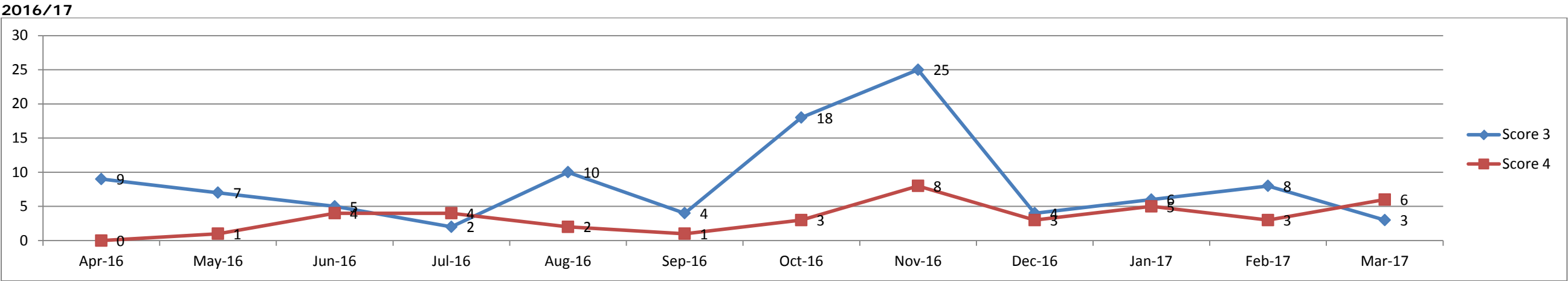
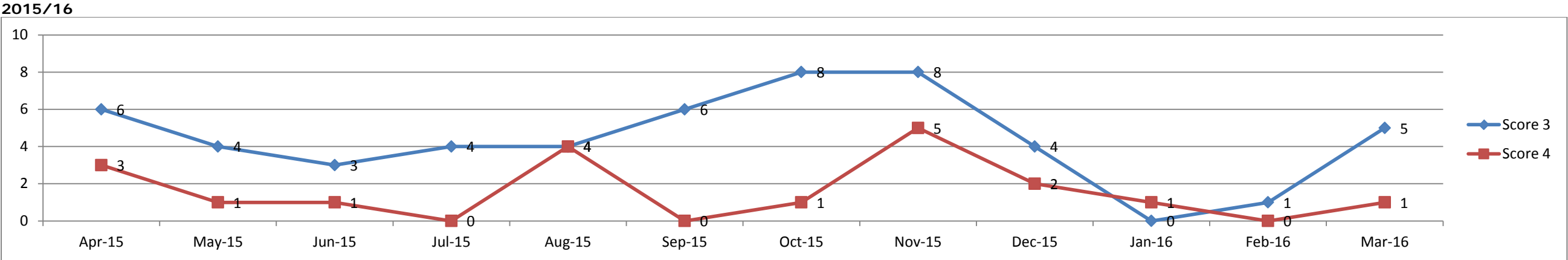
Scottish Trends

Graph overleaf showing welfare breach trends

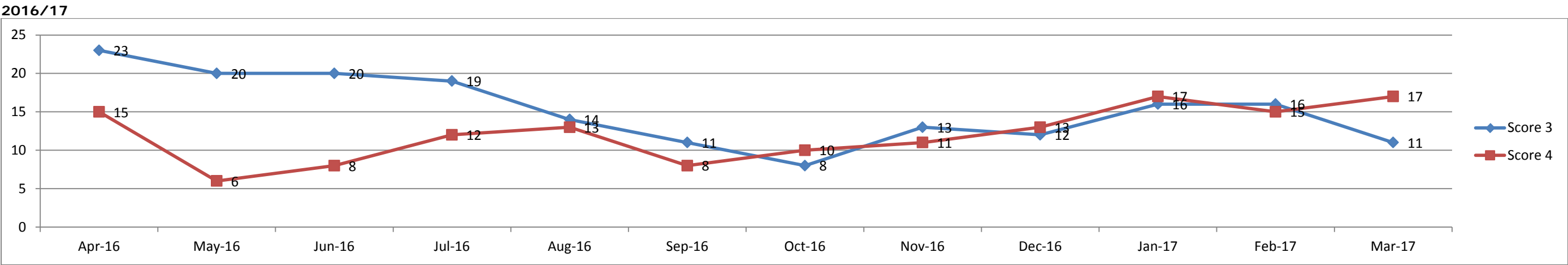
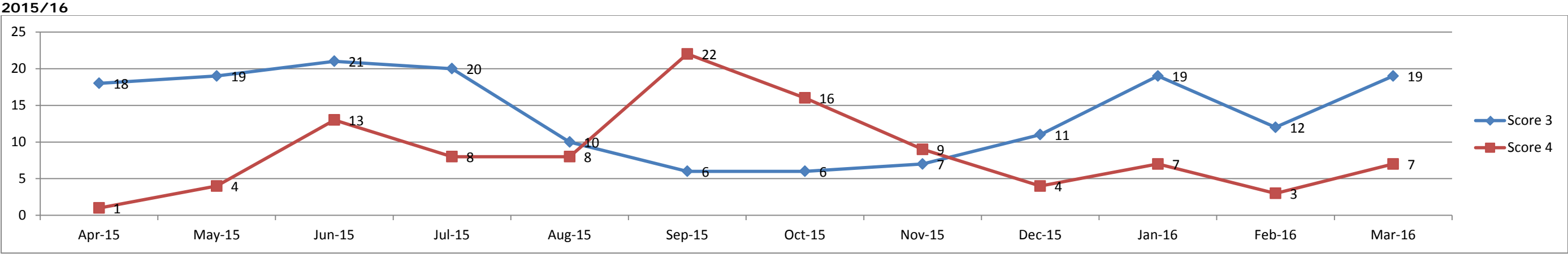
WELFARE BREACHES - TOTAL ISSUES - NON COMPLIANCES SCORE 3 & 4



WELFARE BREACHES IN ABATTOIRS – SCORE 3&4



WELFARE BREACHES ON FARM OR TRANSPORT - SCORE 3&4



Strategic Indicator**Shellfish Sample Compliance**Indicator Outcome Number**1,5,6**Indicator Measure

The number of samples collected against risk-based sampling plans

What is the role of FSS?

As the competent authority for food safety, FSS delivers official controls to determine the safety of marine waters used for the harvesting of live bivalve molluscs in Scotland, as described in EC Regulations. FSS is responsible for ensuring that shellfish from designated harvesting areas meet the health standards laid down in EC Regulation 853/2004. Shellfish classifications are awarded based on the levels of E. coli in shellfish flesh. Levels of marine biotoxins in shellfish samples from shellfish production areas determines whether an area should be open or closed for harvesting.

Why is this Strategic Indicator Important?

- To ensure that FSS carries out its responsibility in effectively managing the shellfish monitoring programmes through a Memorandum of Understanding (MOU), Service Level Agreements (SLAs) and contracts which ensures compliance with relevant food safety regulations
- To ensure that all sampling requirements are met and shellfish from designated harvesting areas meet the health standards stipulated in EC Regulations.

Shellfish classification categories and permitted levels of E. coli/100g flesh:

Treatment processes are specified according to the classification status of the area.

Category	Classification criteria	Action
A	80 % of samples collected during the review period \leq 230 E. coli/100 g of flesh and intravalvular liquid. The remaining 20% of samples \leq 700 E. coli/100 g of flesh and intravalvular liquid.	May go directly for human consumption if end product standard met
B	90 % of samples collected during review period \leq 4 600 E. Coli/100 g of flesh and intravalvular liquid. The remaining 10% of samples \leq 46 000 E. Coli/100 g of flesh and intravalvular liquid.	Must be subject to purification, relaying in Class A area (to meet category A requirements) or cooked by an approved method.
C	Samples \leq 46,000 E coli/100g of flesh and intravalvular liquid	Must be subject to relaying for a period of at least 2 months or cooked by an approved method
	Any value exceeding 46,000 E coli /100g of flesh and intravalvular liquid	Prohibited. Harvesting not permitted

FSS Influence on performance markers

- Effective management of the MoU and contracts to ensure compliance

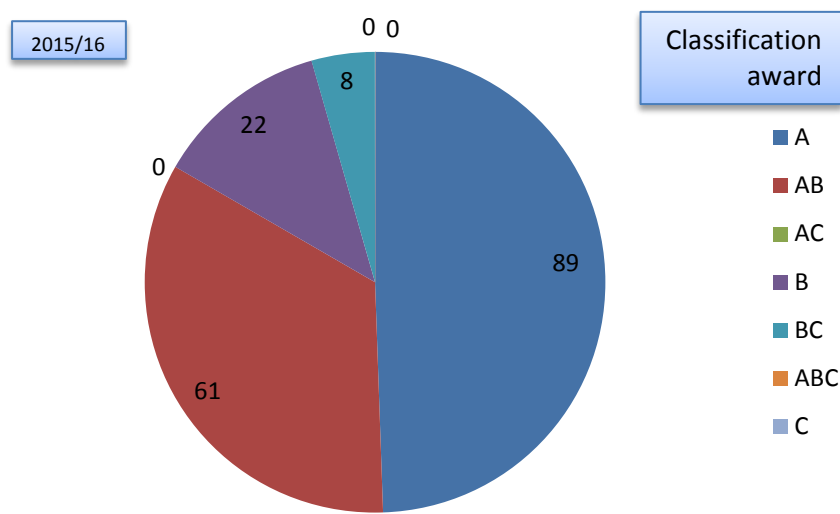
FSS Performance Update

Graphs overleaf showing shellfish area classification status and biotoxin sample compliance figures.

Food Standards Scotland

Classification - 2015/16

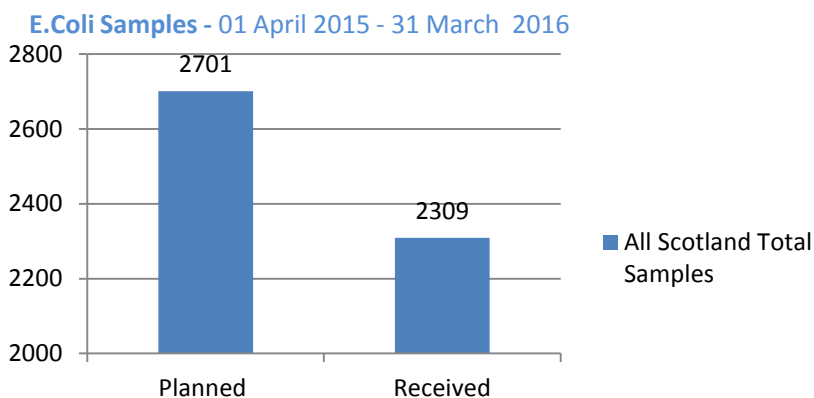
At April 2015, there were 180 classified production areas specified by classification as follows:



Board Meeting 17 May 2017

E. coli samples - 2015/16

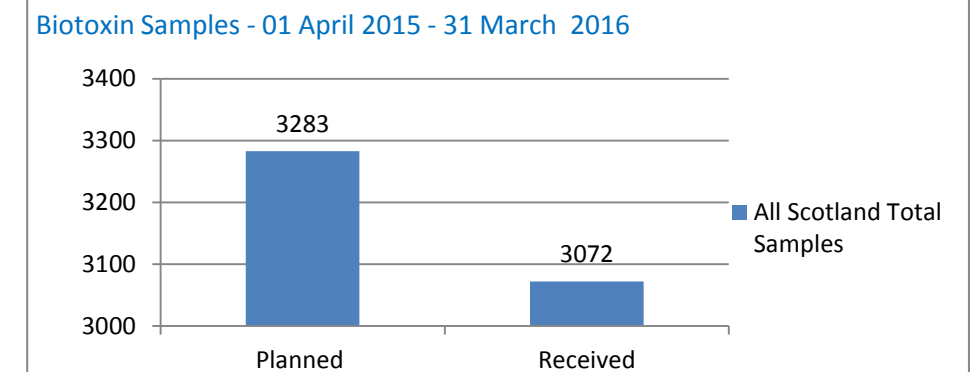
Throughout the period April 2015 to March 2016, across nine local authority areas, four sampling contractors planned a total of 2701 E.Coli samples, 2309 of which were received at the laboratory for testing. Compliance for 2015/16 was 85% and this can be routinely affected by a number of factors including the following: no active harvesting taking place, availability of vessels or weather conditions.



FSS 17/05/06 – ANNEX A

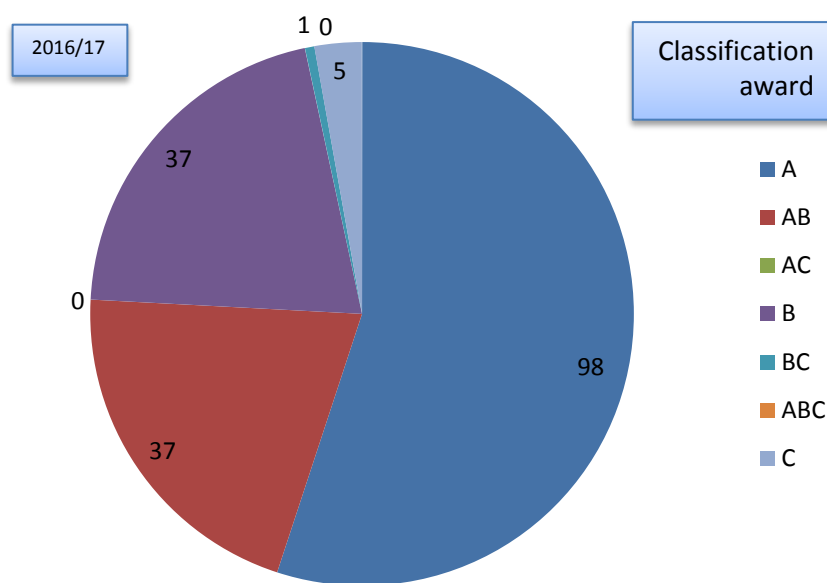
Biotoxin Samples - 2015/16

Throughout the period April 2015 to March 2016, across nine local authority areas, four sampling contractors planned a total of 3283 biotoxin samples, 3072 of which were received at the laboratory for testing. Compliance for 2015/16 was 94% and this can be routinely affected by a number of factors including the following: no active harvesting taking place, availability of vessels or weather conditions.



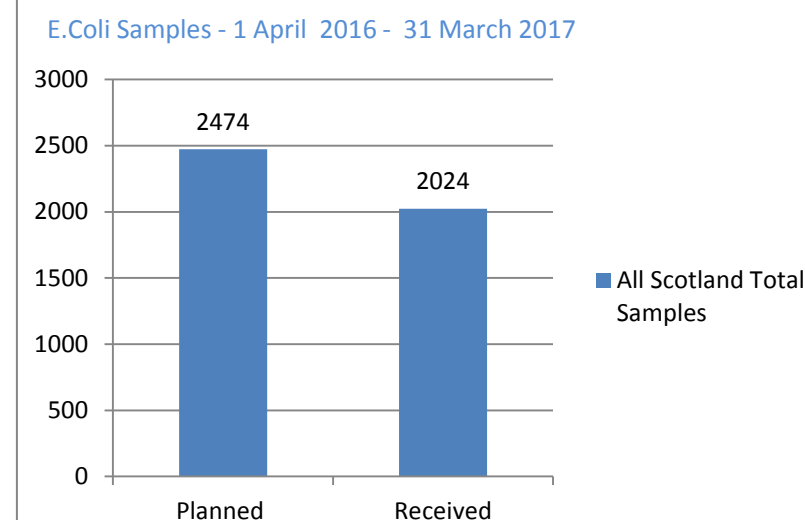
Classification - 2016/17

Following the FSS annual classification review at 1 April 2016, there were 178 classified production areas. The classification awards were as follows:



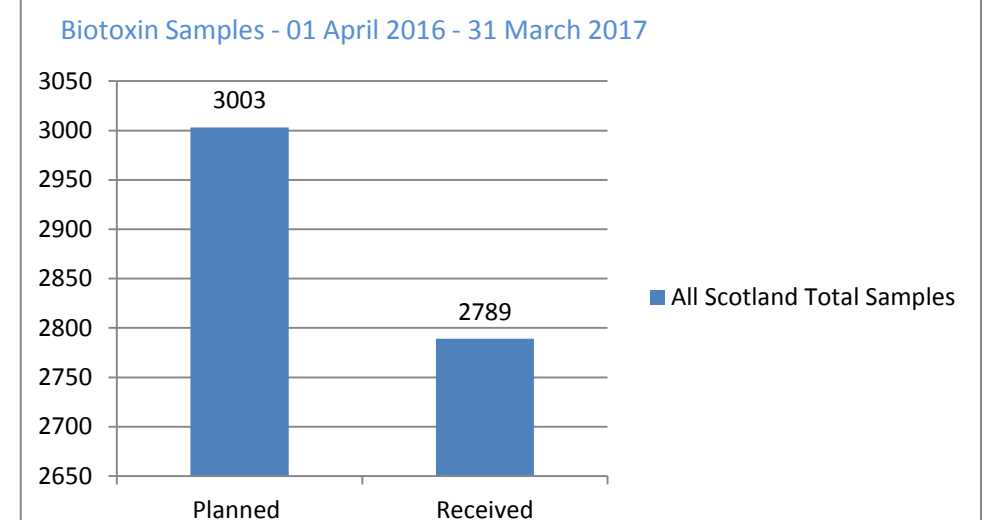
E. coli samples - 2016/17

Throughout the period April 2016 to March 2017, across nine local authority areas, four sampling contractors planned a total of 2474 E.Coli samples, 2024 of which were received at the laboratory for testing. Compliance for 2016/17 was 82%. Again, this can be routinely affected by a number of factors including the following: no active harvesting taking place, availability of vessels or weather conditions.



Biotoxin Samples – 2016/17

Throughout the period April 2016 to March 2017, across nine local authority areas, four sampling contractors planned a total of 3003 biotoxin samples, 2789 of which were received at the laboratory for testing. Compliance for 2016/17 was 93%. Again, this can be routinely affected by a number of factors including the following: no active harvesting taking place, availability of vessels or weather conditions.



Strategic Indicator**Visible Contamination**Indicator Outcome**Number**
1,5,6Indicator Measure

Number of contaminated carcasses presented to FSS staff for inspection

What is the role of FSS?

FSS ensures that all carcasses (red meat) where a health mark is applied are free from contamination and fit for human consumption.

FSS actively engages with FBOs to secure reducing levels of contamination. FSS inspectors record every instance where a contaminated carcass is presented for inspection and this is a proxy measure for hygienic production.

Why is this Strategic Indicator Important?

It is the responsibility of the FBO in slaughterhouses to present carcasses and offal to the FSS for final inspection free from contamination by faeces, gut content, hair, wool, bile, etc. in accordance with the FBO's procedures based on HACCP principles

- To protect public Health
- To ensure meat is fit for human consumption
- To provide an overview of dressing practices of premises in Scotland which can help to monitor possible emerging risks

FSS Influence on performance markers

- Enforcement powers to stop/alter unhygienic dressing practices
- Engage with FBOs to promote best practice
- Live monitoring allows for timely corrective actions at plant level
- Trend analysis allows for detection of possible emerging risks

FSS Performance update

Carcass contamination remains below the target set during the first year of FSS for all 3 species. In 2016-7, activities designed to consolidate this performance improvement by working collaboratively with FBOs and taking proportionate enforcement action where required to protect public health have succeeded. We are now in a position where the Scottish target for Bovines will be reduced to 4% and this will be used as the new target for all plants. Ovine contamination has continued to reduce and has been consistently below 3% for 12 consecutive months and so again the Scottish target will be set at 3%. Porcine contamination has been more consistent although there were 2 spikes during the year. A project to investigate the hypothesis that contamination levels are higher in low throughput plants has commenced and will report by the end of 2017.

Contamination Graphs

Each red meat species has a contamination target based on 2015's average as follows:

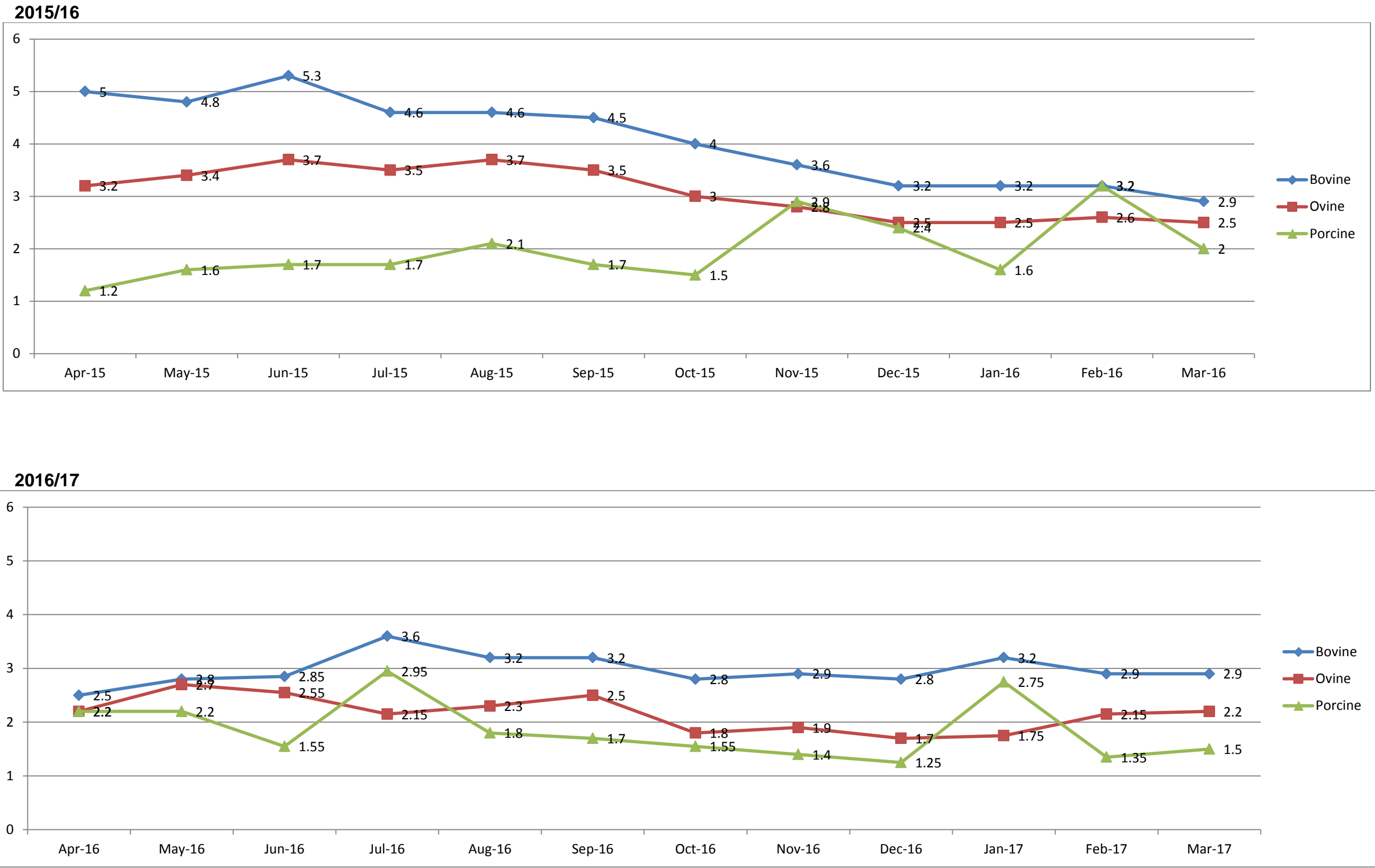
Cattle – 5%
Sheep – 4%
Pigs – 2%

Each graph shows the total percentage for each month by species, calculated as the number of recorded contamination incidents against the throughput.

Scottish Trends

Graph overleaf showing contamination monthly averages (Average % Carcass Contamination by species)

CONTAMINATION MONTHLY AVERAGES, ALL SCOTLAND



Strategic Indicator

Veterinary Audit

Indicator Outcome Number

1,4,5,6

Indicator Measures

The number of approved meat premises with ‘good’ or ‘generally satisfactory’ audit outcomes and the number of approved meat premises with ‘improvement necessary’ or ‘urgent improvement necessary’.

What is the role of FSS?

The audit frequency is determined by the categorisation of any non-compliance identified and in the level of permanent supervision within the plant by FSS staff.

Audits and follow-up audits are carried out on an announced basis, with unannounced inspections also taking place in between scheduled inspections in cutting plants.

FSS has a dedicated in-house team of trained veterinary auditors carrying out these audits in Scotland.

Why is this Strategic Indicator Important?

- These audits have two main aims:
- To make sure that food business operators are complying with food law requirements
 - To ensure that food business operators are meeting relevant standards in relation to public health and, in slaughterhouses, animal health and welfare.

Audit Categories and Frequency

Good	No majors or critical on day of audit or during audit period
Generally Satisfactory	No more than 2 majors during audit or during audit period rectified promptly. No critical during audit period
Improvement Necessary	3-6 majors during audit or during audit period. No critical during audit period
Urgent Improvement Necessary	1 critical or >6 majors during audit or during audit period

FSS Performance update

14 plants received an Improvement Necessary and one of these plants also received an Urgent Improvement Necessary outcome during the year.

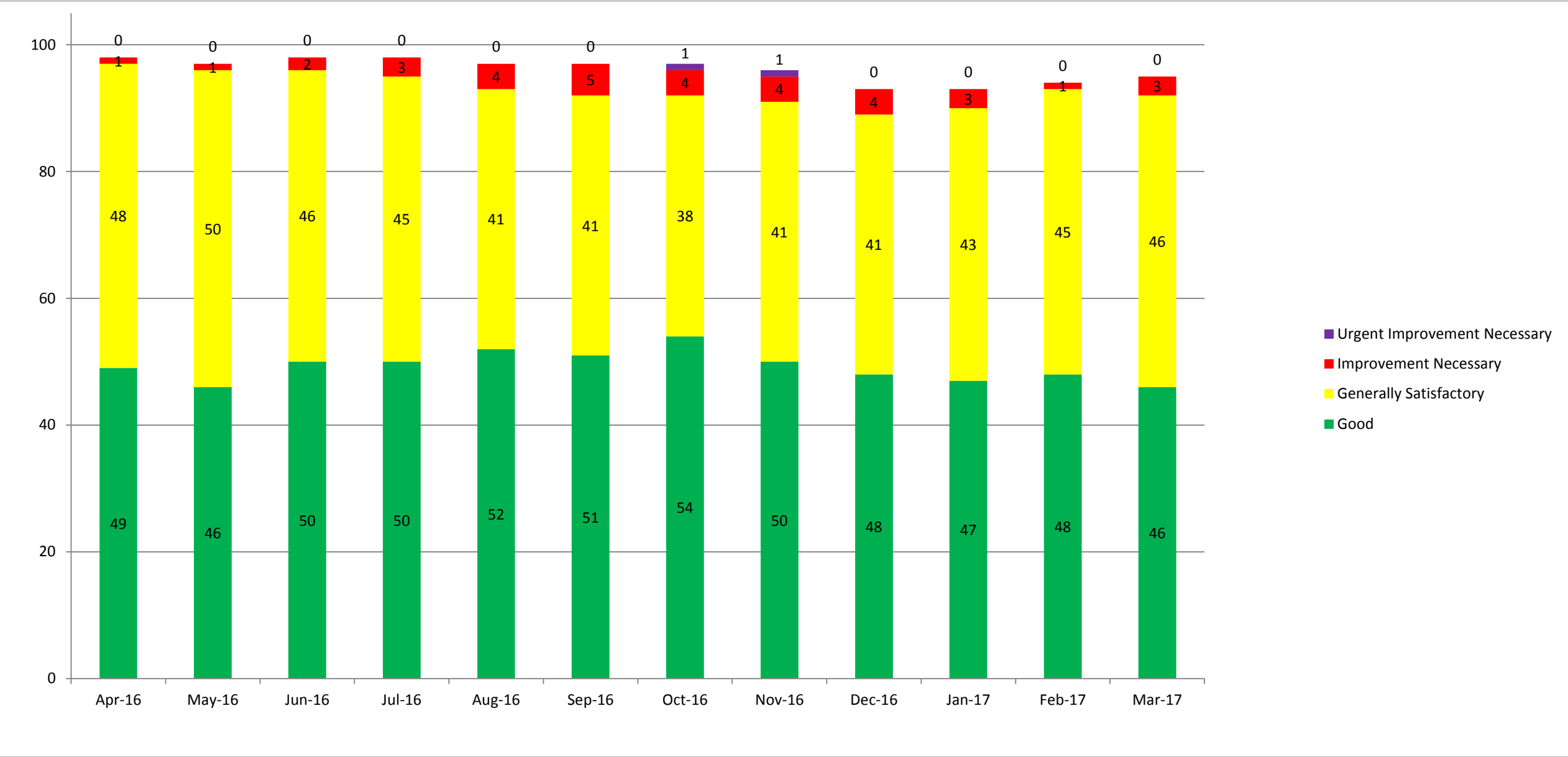
From 1st April 2016 there have been a total of 119 major non compliances identified in 104 audits carried out. Major Non compliances include the following: monitoring procedures for critical control points hygienic production - all handling and processes from slaughtering to despatch should be done in a way that avoids the contamination of meat and offal entering the food chain, staff training and instruction, processing compliance - controls ensure that risk of cross contamination is minimised, prevented or reduced to acceptable levels during operation and appropriate action taken should contamination occur.

FSS Influence on performance markers

Take appropriate enforcement action when non-compliance is observed.

Scottish Trends

Graph overleaf showing veterinary audit outcome trends



Improvement Necessary Plants
(at March 31 2017)

Plant Number	Name
1100	Two Sisters Poultry Limited
1535	Sandyford
1207	Rehmat Poultry Ltd

Strategic Indicator**Local Authority Audit****Indicator Outcome Number****1****Audit Assurance Categories**

Substantial Assurance <i>Controls are robust and well managed</i>	Risk, governance and control procedures are effective in supporting the delivery of any related objectives. Any exposure to potential weakness is low and the materiality of any consequent risk is negligible.
Reasonable Assurance <i>Controls are adequate but require improvement</i>	Some improvements are required to enhance the adequacy and effectiveness of procedures. There are weaknesses in the risk, governance and/or control procedures in place but not of a significant nature.
Limited Assurance <i>Controls are developing but weak</i>	There are weaknesses in the current risk, governance and/or control procedures that either do, or could, affect the delivery of any related objectives. Exposure to the weaknesses identified is moderate and being mitigated.
Insufficient Assurance <i>Controls are not acceptable and have notable weaknesses</i>	There are significant weaknesses in the current risk, governance and/or control procedures, to the extent that the delivery of objectives is at risk. Exposure to the weaknesses identified is sizeable and requires urgent mitigating action.

What is FSS' Role?

The power to set standards, monitor and audit the performance of enforcement authorities was conferred on Food Standards Scotland by Sections 3 and 25 of the Food (Scotland) Act 2015 and Regulation 7 of The Official Feed and Food Controls (Scotland) Regulations 2009.

As a designated competent authority as defined within Schedule 5 of the Official Feed and Food Control (Scotland) Regulations 2009 Local Authorities are required to comply with Article 4(6) of Regulation (EC) No 882/2004 (*in that they shall carry out internal audits or may have external audits carried out, and shall take appropriate measures in the light of their results, to ensure that they are achieving the objectives of this regulation*). In order to help Local Authorities fulfil this requirement, (as part of its central role under the Food (Scotland) Act 2015 and Official Feed and Food Control (Scotland) Regulations 2009) Food Standards Scotland deliver external audit arrangements in addition to the monitoring role described above.

Why is this Strategic Indicator Important?

Food Standards Scotland has a key role in overseeing delivery of feed and food law (any form of control that is performed for the verification of compliance with feed and food law).

Food Standards Scotland seeks to work in partnership with Local Authorities and others to help them to enforce feed and food law and is therefore pro-active in setting and monitoring standards, and auditing delivery of feed and food law and ensuring that this activity complies with the Scottish Regulators' Strategic Code of Practice.

Current Audit Programme - Capacity and Capability

The specific aims of this audit programme are to:

- Evaluate the organisational, management and information systems in place to ensure they are effective and suitable to achieve the objectives of the relevant food law.
- Assess the capacity and capability of the Local Authority to deliver the food service.
- Provide a means to identify under performance in Local Authority food law enforcement systems.
- Assist in the identification and dissemination of good practice to aid consistency.
- Provide information to aid the formulation of Food Standards Scotland policy.

Completed Audits (November 2016-April 2017)

Local Authority	Audit Scope	Audit Date	Audit Outcome
Scottish Borders	Capacity and Capability	November 2016	Insufficient Assurance
Falkirk	Capacity and Capability	December 2016	Limited Assurance
Inverclyde	Capacity and Capability	January 2017	Substantial Assurance
South Ayrshire	Capacity and Capability	February 2017	Substantial Assurance
Dumfries & Galloway	Follow Up Audit – Audit of Core Enforcement Activities	March 2017	Audit file closed on successful completion of the action plan

Strategic Indicator**Health, Safety and the Environment**Indicator Outcome Number**4, 5 & 6**Performance Matrices

Performance is derived from the number of HSE incidents and the scale of, during FSS activities. New KPIs have been developed to further aid analysis and gauge performance across 2017 - 2018.

What is the role of FSS?

The health and safety of all FSS staff remains of primary importance across all FSS activities and practices.

FSS has a role under the Health and Safety at Work etc. Act (1974) to ensure Health and Safety matters are managed effectively, allowing FSS to operate with a level of risk which is adequately addressed, assessed and controlled.

Along with controlling the risk there requires to be a level of transparency across our practices and suite of procedures to ensure compliance with the relative health, safety and environmental legislation.

There is also the requirement for FSS to manage, report and monitor on the environmental impacts experienced as a direct result of its activities. As a 'major player' public body it is a requirement of FSS to submit an annual Climate Change Report which reports on a number of environmental parameters. This goes hand-in-hand with the development of a Carbon Management Plan' aimed at continual improvement in environmental performance.

Continual improvement is a focus for health, safety and the environment and this is one of the governing reasons for the development and implementation of a Health, Safety and Environmental Management System.

Why is this Strategic Indicator Important?

- Serves as a measure of controlling the risks our staff are exposed to
- It allows FSS to monitor performance and identify areas for improvement
- It provides a background structure with which to further embed HSE within the organization
- To be trusted, we need to be transparent and compliant with legislation that covers our health and safety at work
- A possibility of reputational risk to FSS
- Encourages responsible practices to be undertaken by food businesses towards maintaining a safe place of work

By ensuring our staff are actively aware of the risks and have been directly involved in controlling them, FSS can provide a level of assurance that staff are undertaking their tasks in a safe working environment.

Incident Categories

Incidents occurring across FSS' reporting scope are classified using a system aimed at identifying areas and trends for action. The classifications are taken from well-defined HSE reporting techniques with the inclusion of some areas specific to FSS. CIVICA APP incident management system will be fully scoped and customised to fit FSS reporting nomenclature and this will be used from Q1 2017 forward.

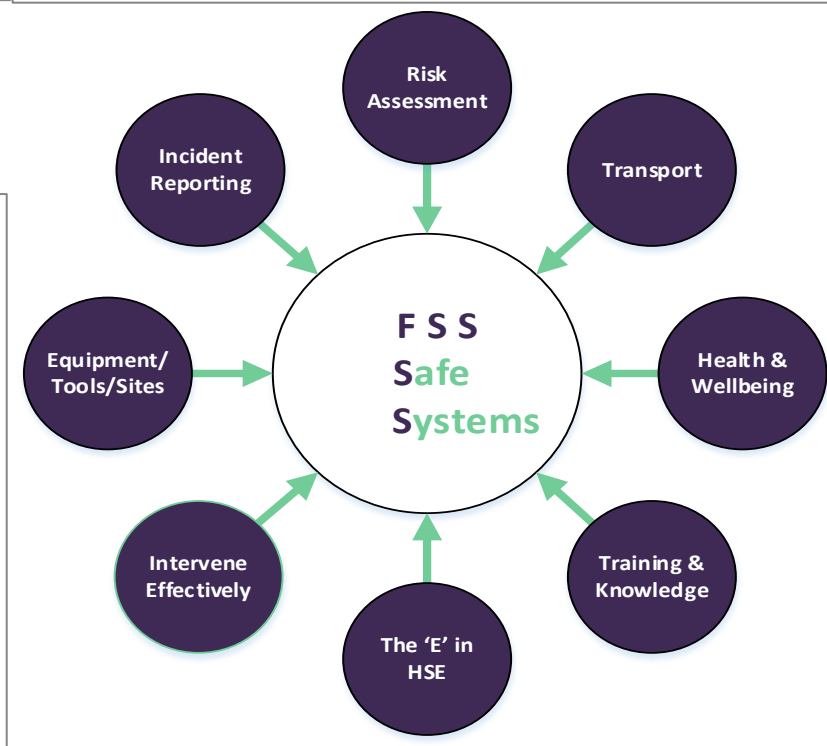
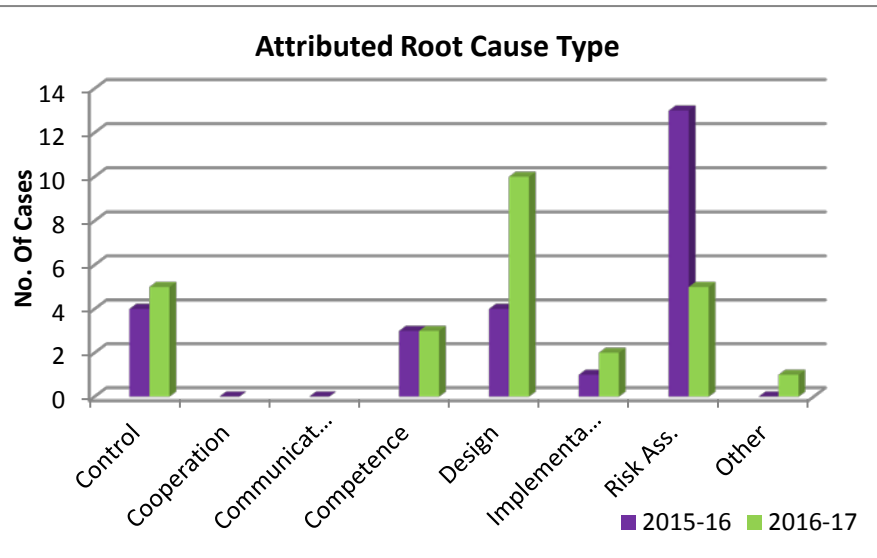
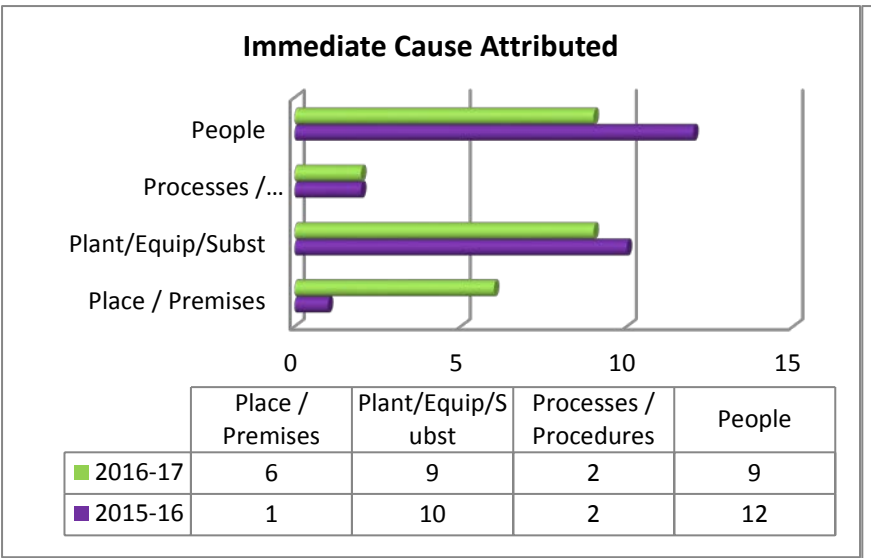
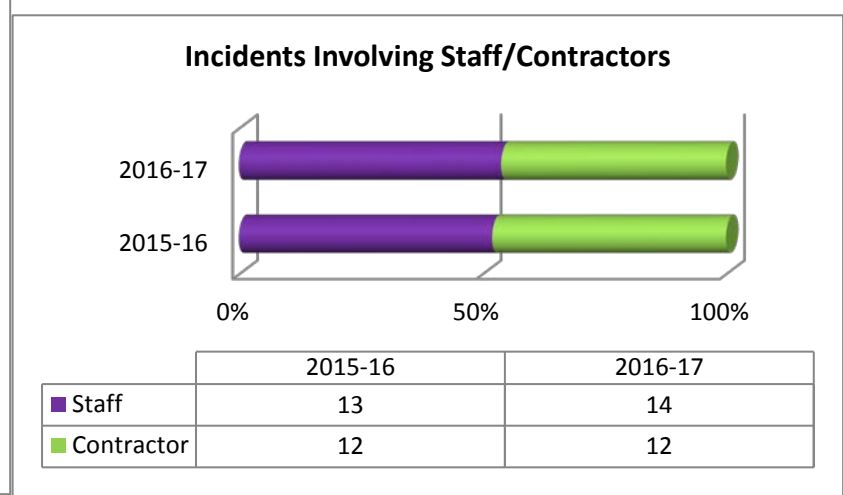
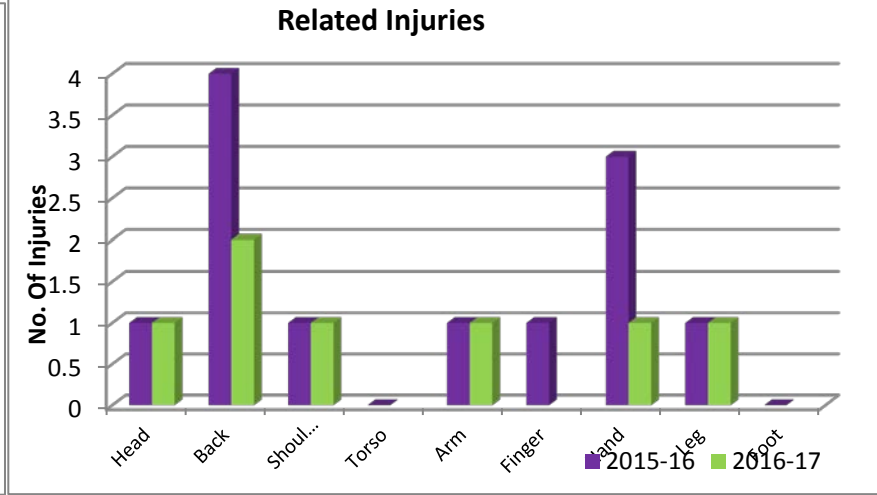
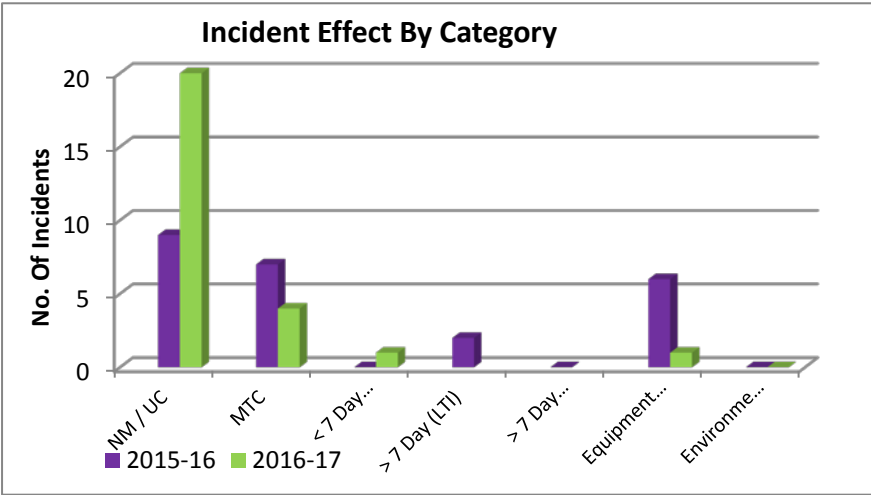
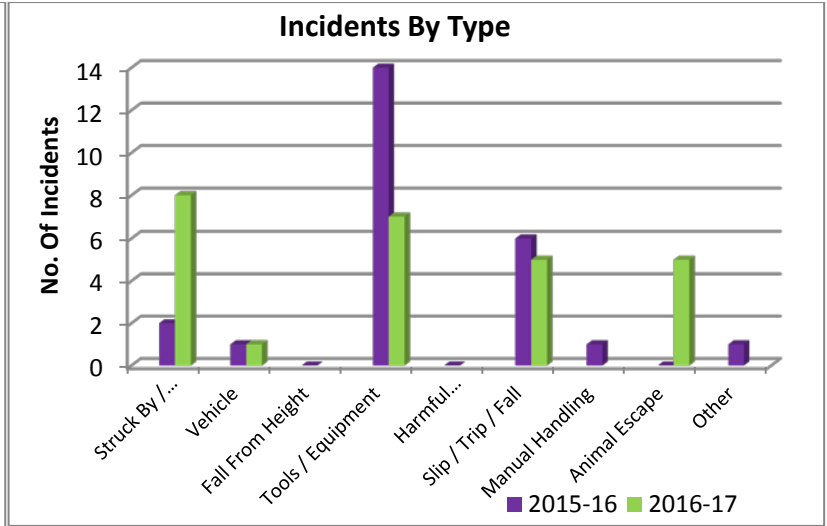
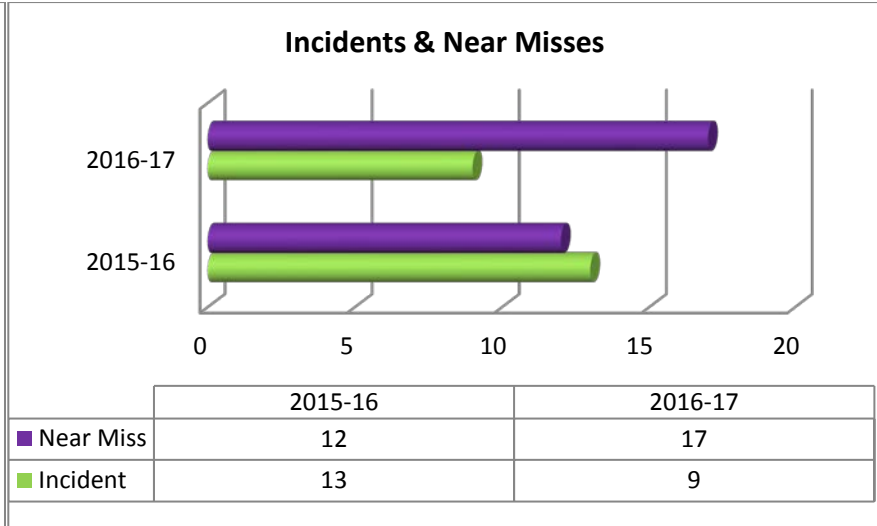
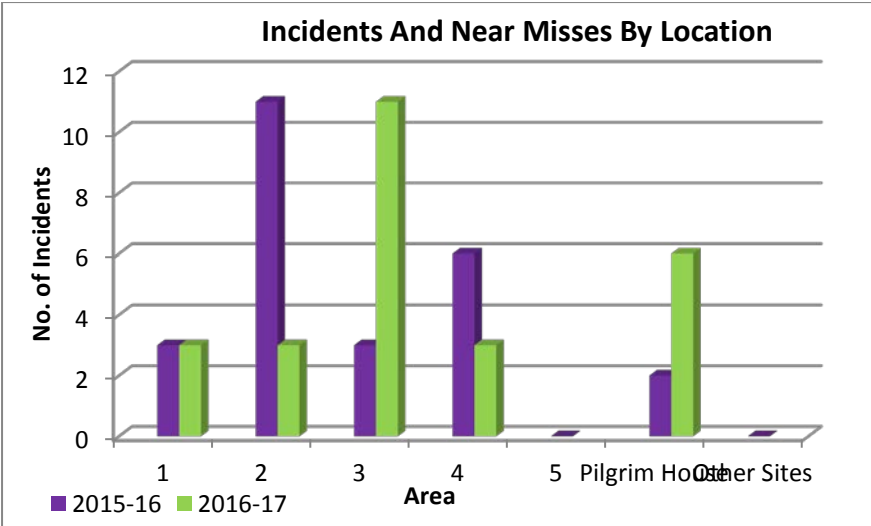
FSS Performance Update – (refer to graphs – overview)

Of five recordable injuries over the period (see Graph 'Incidents Effect by Category'), only one has required an absence of more than one working day, there have been four MTCs (Medical Treatment Cases) with no recorded Lost Time Incidents (LTI) and no RIDDOR (Reporting of Injuries Diseases and Dangerous Occurrences Regulations) cases.

Incidents and near misses reported over 2016-17 showed a near comparison (in total numbers) with the previous year and as stated above, the methods and techniques used to manage incidents is currently under review. This is aimed at clarifying and simplifying the reporting techniques to provide FSS with improved information with which to develop actions and areas for focus and initiatives.

2016-2017 has seen an increase in relative percentage on near miss reporting against reported incidents. This is reflected in a drop in medical treatment cases and actual injuries sustained by staff. The increase in near miss reporting is an encouraging sign, not least because it shows less injurious incidents, but also a heightened sense across staff towards the need and benefits associated with active reporting. A root cause analysis tool is a feature of the incident investigation procedure and once sufficiently cascaded, should allow for improved categorisation of risk and focus for action.

As the HSE MS matures, previous incidences show that an improved level of reporting and risk awareness develop to the betterment of incident management and mitigation. Work is on-going to further engage staff involvement in reporting incidents, with the ultimate goal intended to be a free and open exchange of information across the relevant industries to highlight any areas of common concern and/or high potential incidents.



Strategic Indicator Human Resources

Our service delivery

Committed to continually ensuring we are an attractive and supportive employer, provide staff with the environment, tools and training to ensure they are able to work safely and effectively.

Indicator Outcome Number

6

What we'll do

- Staff Survey 2017
- Corporate and Individual Training Programme
- Develop our approach to Workforce Planning
- Implementation of People / Organisational Development Plan

What is the role of FSS?

- To have a motivated, engaged and suitably skilled and diverse workforce to allow us to deliver our functions
- To invest in developing our people, putting in place succession plans and talent management to meet future challenges
- To continually look in areas where improvement or change is required

Why is this Strategic Indicator Important?

- Staff are our most valuable asset, without whom we will be unable to deliver our outcomes and therefore we must ensure that they are properly developed and engaged to be able to deliver current and future business

People Survey 2016

- 137 employees provided their feedback (82%)
- 25th out of 98th – engagement index 63% – above Civil Service average of 59%
- Staff engagement on what we can do even better to improve going forward.

FSS Performance update

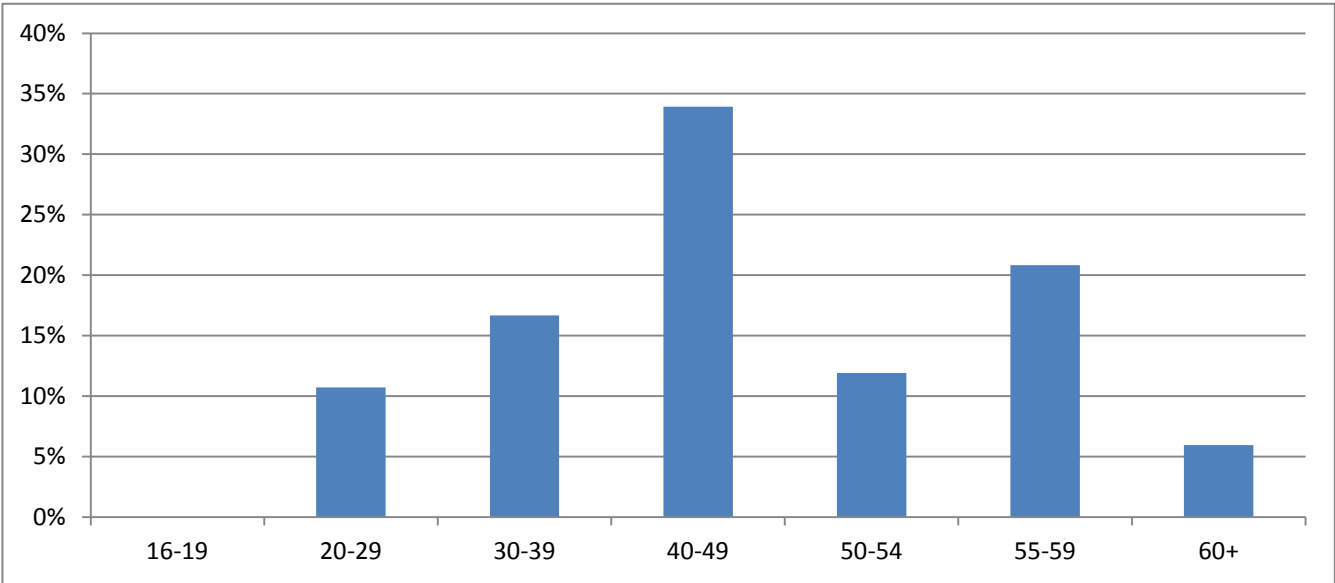
- Headcount as at 31 March 2017 was 171, a net increase of 10 from 31 March 2016.
 - 11 staff have left FSS over the past 12 months
- Average working days lost decreased by 0.3 to 3.9 days (when compared to March 2016) due to a reduction in long term sick absence. This compares well with the Scottish Government average of 7.4 days.
- 39% of permanent and fixed term staff are aged 50 or over with only 11% of the workforce under 30 years old.
- Gender Balance for year ended 31 March was Female (45%) Male (55%) compared to 29% and 61% respectively for the year ended 31 March 2016.

Indicator Measures

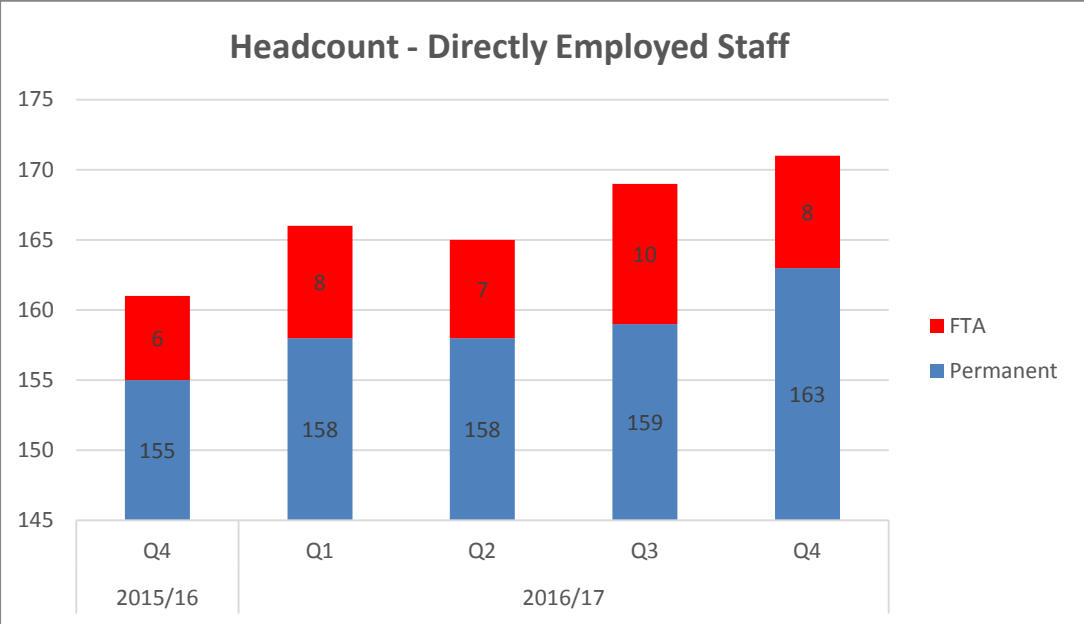
- Headcount numbers
- Turnover
- Absence levels
- Age profile
- Diversity

Statistics
Graphs show Headcount, Absence, Diversity

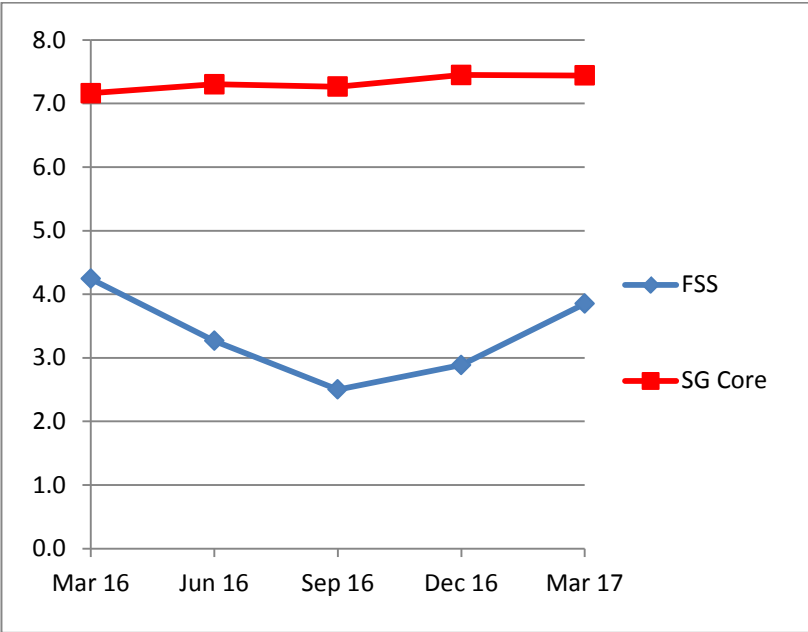
Headcount % of Permanent and Fixed-Term Staff by age at end of March 2017



Headcount - Directly Employed Staff



Sickness: Average Working Days Lost (AWDL) per FTE



Gender Balance % by Grade – permanent and fixed-term staff at end March 2017

