

DEVELOPING THE FSS STRATEGY

1 Purpose

1.1 This paper is for **Discussion**.

1.2 Following the Board's discussion in July and September, the purpose of this paper is to update the Board on developing the FSS Strategy and Strategic Plan.

1.3 The Board is asked to:

- **comment** on the latest versions of the Strategy and Strategic Plan, particularly in the context of the feedback themes from discussion at our stakeholder forum and consumer panels (Annex 1);
- **note** that the Executive plans to run a wider written consultation on the FSS Strategy and Strategic Plan;
- **note** that further proposals on how we will report performance and the allocation of resources will be presented to the Board in March, as will our proposals for our Regulatory Strategy;
- **agree** timing for the Board sign-off of the Strategy and Strategic Plan.

2 Background

2.1 The Board has discussed the FSS Strategy and Strategic Plan in June and September 2015, and had a short update in December. The latest iterations of the Strategy and Strategic Plan (Annexes 2 and 3 respectively) are attached.

3 Discussion

3.1 The Strategy and Strategic Plan have been amended to reflect the Board's comments from the discussion in September. A new strategic outcome has been added, to incorporate 'how' we will work and our organisational development – that we are an established, effective and efficient organisation – and there is more reference to our 'business as usual' activities, as well as to strategic initiatives.

3.2 We have defined what we propose the different outcomes to mean, and outlined some potential performance indicators to help us monitor and measure progress, and will be developing this into a framework for reporting on progress to the Board.

3.3 These most recent versions aim to give greater emphasis to our contribution to reducing health inequalities, and the key activities on Outcome 3 – *consumers choose healthier diets* – are aligned with the paper that the Board has discussed today – and will be amended/updated as necessary to reflect the Board's decisions on that paper.

4 External Engagement

4.1 Our strategic direction has been the subject of many bilateral discussions with stakeholders to date. During January, we have undertaken separate, focussed engagement with stakeholders and consumers on key elements of the current

drafts of the Strategy and Strategic Plan, which has generated a rich vein of insight and valuable feedback.

- 4.2 Themes emerging from this engagement are attached in Annex 1. (*Further feedback from consumer panels that take place after this paper is finalised will be provided at the Board meeting.*) The Executive would welcome the Board's comments in the context of the stakeholder and consumer feedback
- 4.3 There was considerable energy in our stakeholder community to engage further and in more detail, and to capture this enthusiasm, and allow others to engage with our future strategic direction, we propose to run a wider consultation during February to seek further views from stakeholders and any other interested parties.
- *We would value the Board's comment on the latest versions of the Strategy and Strategic Plan, particularly in the context of the feedback themes from discussion at our stakeholder forum and consumer panels*
 - *The Board is asked to note that the Executive runs a wider four-week consultation on the FSS Strategy and Strategic Plan to supplement the face to face engagement.*

5 Aligning Resources to Strategy

- 5.1 The content of the Strategic Plan has developed significantly since the Board last discussed, and this version benefits from the detailed business planning activity that has been a priority for the Executive during Q3. In December, the Scottish Government published the Budget for 2016-17, and this now allows us to prioritise our activities for next year. The Board has asked that the Strategic Plan indicates how we will align our resources to the strategic outcomes, and now that our draft budget (£15.3 million) has been set for 2016-17, this work is well underway and we propose to bring this detail to the Board in March. We will also provide more detail around the timing and sequencing of different activities.

6 Performance Reporting

- 6.1 Similarly, the Board asked to see more detail about how will monitor our progress in achieving the strategic outcomes. This version of the Plan outlines some potential indicators to help us monitor and measure progress, and we will be developing this into a framework for reporting to the Board. The indicators outlined in Annex 3 represent things that we - or others - can measure or monitor that help to inform us about our progress. Some of these are technical or specialist, and we want to develop a means of reporting our performance that is meaningful to consumers and our stakeholders. We propose to more bring further proposals on this to the Board for discussion in March.

7 Regulatory Strategy

- 7.1 The Board also made clear its wish to see more detail about our future regulatory approach, which is a key part of our future strategic direction. The executive has established a Programme Board to oversee this major programme of work, and intends to bring our proposals to the Board in March for discussion.

- *The Board is asked to note that further proposals on how we will report performance and the allocation of resources will be presented to the Board in March, as will our proposals for our Regulatory Strategy.*

8 Finalising the Strategy and Strategic Plan

8.1 It is proposed that following wider consultation, that final iterations of the Strategy and Strategic Plan should be presented to the Board for agreement in March 2016.

- *Does the Board agree this timing to approve the Strategy and Strategic Plan?*

9 Conclusion

9.1 The Board is asked to:

- **comment** on the latest versions of the Strategy and Strategic Plan, particularly in the context of the feedback themes from discussion at our stakeholder forum and consumer panels (Annex 1);
- **note** that the Executive plans to run a wider consultation on the FSS Strategy and Strategic Plan;
- **note** that further proposals on how we will report performance and the allocation of resources will be presented to the Board in March, as will our proposals for our Regulatory Strategy;
- **agree** timing for the Board sign-off of the Strategy and Strategic Plan.

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ANNEX 1: Themes Emerging from Stakeholder Forum and Consumer Panels

Ambition

- Seen as an ambitious Strategy that reflects a wide ranging remit. This ambition for the people of Scotland is generally welcomed, and the strategic outcomes are aspirational, but are they realistic in the lifetime of the Strategy?
- FSS presents a real opportunity for change – strategy should bring out more that is new and different.
- Would welcome a greater sense of urgency.
- Future regulatory approach is key – need to see how we will turn this into practise.

Independence

- Is there a conflict or tension in being at arm's length from Scottish Government, but being aligned with the SG's wider Purpose?
- Must clearly and consistently demonstrate independence from government and from the food industry, but recognise the role we have in economic development through supporting businesses who are *genuinely* doing things right.

Strategic Priorities

- Consumers broadly in agreement with the outcomes, and see food safety as our highest priority.

Inequalities

- Is there enough focus given to our role in reducing health inequalities?
- Expect to see more focus around access to healthier diets.
- Balancing choice and compulsion - 'health versus stealth' – we shouldn't be dictatorial about people's relationships with food and diet.

Structural Landscape

- Would benefit from providing clarity about FSS's position and role in the wider organisational landscape, especially in relation to diet, where many others are also involved.
- Partnership and collaboration comes through as essential – say more about *how* partnerships will help us deliver more.
- Expect to see greater recognition of the role of local authorities.

- Accountability – make this clearer.

Clarity

- Can we define what we mean by consumer protection?
- Show a clear line of sight from our principles back to the statutory objectives
- Too many layers in the Strategy? Could we simplify or streamline?
- Make it more accessible to people.
- Outcome 6 – too internal and not strategic? Combine with Outcome 5?
- Values and Principles – are these things that we understand internally, rather than to be articulated in our Strategy?
- Consumers recognise the Values as being important.

Engagement

- Good to date – need to keep it up.
- Should say more about FSS engagement in EU and international arenas.

Trust

- We will earn consumers' trust based on what we achieve – they want to see transparency about the impact that we make.
- Recognition that things will sometimes go wrong, but consumers were clear that we will lose their trust should there be a 'scandal' that we should have prevented.
- Evidence of bias or corruption will also result in loss of trust.