

## REPORT ON FSS COMMUNICATIONS AND MARKETING STRATEGY AND PLANS

### 1 Purpose of the paper

1.1 This paper is an update on FSS's communications and marketing activities this financial year, with a forward look to 20/21, and is for information and discussion.

1.2 The Board is asked to:

- **Note** the communications and marketing work that has been undertaken to support FSS's strategic aims and policy objectives in 19/20.
- **Discuss** the topline results that have been achieved.
- **Note** the proposed focus for communications and marketing activities in 20/21.
- **Agree** that this paper should become an annual update.
- **Agree** the Communications Objectives in Annex A

### 2 Strategic Aims

2.1 FSS communications and marketing activity supports and helps deliver all six of FSS's strategic aims.

### 3 Background

3.1 The Board is aware of some of the activities undertaken by the FSS communications and marketing function, and has recently discussed a [paper](#) relating to the management and tracking of FSS's reputation. However, given the importance of the contribution that communications and marketing makes to the organisation's work on protection of consumer safety and public health, there would be benefit to the Board having an overview of all activities with a forward look on an annual basis. The Board is also aware that several outcomes reporting measures are directly relevant to, and underpinned by, the work of the communications and marketing function. These relate to the percentage of the public in Scotland who:

- are aware of FSS's remit to ensure that food in Scotland is safe to eat (FOOD IS SAFE)
- are concerned that food is not what it says on the label (FOOD IS AUTHENTIC)
- know that they need to do something to eat more healthily (CONSUMERS CHOOSE HEALTHIER DIETS)
- report having used FHS to check hygiene standards (RESPONSIBLE FOOD BUSINESS FLOURISH)

- are aware of FSS and trust FSS to do its job (FSS IS TRUSTED)
- rate FSS as excellent, very good or good when it comes to being the experts in food safety (FSS IS TRUSTED)
- rate FSS as excellent, very good or good when it comes to having the necessary expertise to help people in Scotland eat healthily (FSS IS TRUSTED).

3.2 The Board previously agreed a set of communications objectives in March 2016<sup>1</sup>, but since then there has been a fair amount of change. The objectives have therefore been revised and included in Annex A for the Board's agreement. The changes have not altered the objectives significantly but have been refined since they were developed in 2016.

#### **4 Discussion – FSS Communications and Marketing Activity 19/20**

- 4.1 **Annex B** sets out the key activities undertaken by FSS communications and marketing in the 19/20 financial year to support each of the six strategic outcomes. These are in addition to regular and ongoing reactive and proactive media and social media activities, ongoing production of graphics and publications, production of reminder items, involvement in incidents, etc. Please note budgets associated with each activity are not necessarily from 19/20 budget allocations and in some cases come from Programme or other Branch budget allocations.
- 4.2 Throughout all communications and marketing work it is important to note that issues of inclusivity, equality and diversity are considered at every stage, from advocating for voices from all parts of Scottish society to be heard to ensuring Scotland's diversity is represented in visual communications. Formal Equality Impact Assessments will be undertaken with policy colleagues for significant pieces of activity where communications and marketing supports an intervention. For example, an Equality Impact Assessment (EQIA) is being undertaken for the forthcoming Discretionary Foods social marketing campaign.
- 4.3 All of FSS's communications and marketing activity is supported by existing or bespoke evidence and insight, and a large part of the function's work is to provide insight into knowledge, behaviours and attitudes of the people of Scotland and target groups to inform communications, policy and corporate issues. While communications and marketing lead on the development of communications and marketing strategy, given the science and complexities behind a large proportion of our work, it is a culmination of contributions from a range of staff within the organisation.
- 4.4 Externally, views of stakeholders are also sought via discussions around forthcoming activity where they have an interest. Partnerships marketing, whereby FSS proactively seeks the support of stakeholders to increase the reach and credibility of its campaigns, is a fundamental component of marketing

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<sup>1</sup>[https://www.foodstandards.gov.scot/downloads/Board\\_meeting\\_-\\_2016\\_March\\_16\\_-\\_FSS\\_Communications\\_and\\_Marketing\\_Strategy.pdf](https://www.foodstandards.gov.scot/downloads/Board_meeting_-_2016_March_16_-_FSS_Communications_and_Marketing_Strategy.pdf)

campaign activities. FSS is, for example, partnering with Allergy UK and Young Scot on our forthcoming food allergies campaign.

- 4.5 Major pieces of activity (above £50,000 spend) are independently evaluated and results shared with SMT and stakeholders. Lower cost activity is also evaluated for performance against objectives.

## 5 Discussion – Key Activities and Emerging Issues 20/21

- 5.1 There are a number of projects outlined at Annex A that are ongoing under Essential Core Activity and that we know with some degree of certainty will carry over into the next financial year,. The key are in the table below.

<p><b>BEHAVIOURAL INSIGHT</b></p> <ul style="list-style-type: none"> <li>- Prevention of campylobacter poisoning amongst older age groups</li> <li>- EAST framework evaluation</li> </ul> <p><b>DIGITAL</b></p> <ul style="list-style-type: none"> <li>- Promotion of food alerts service</li> <li>- Roll-out of dietary guidance tool</li> <li>- Roll-out of allergens training tool</li> <li>- Website updates</li> <li>- Voice search</li> </ul> <p><b>CAMPAIGNS</b></p> <ul style="list-style-type: none"> <li>- Reduction of discretionary foods consumed by younger male adults</li> <li>- Report food crime</li> <li>- Christmas food safety</li> <li>- Potential promotion of MenuCal and/or FHIS</li> <li>- FSS recruitment campaign</li> </ul> <p><b>EDUCATION</b></p> <ul style="list-style-type: none"> <li>- Promotion of resources</li> <li>- Development of new digital tool</li> </ul>	<p><b>EVENTS</b></p> <ul style="list-style-type: none"> <li>- Edinburgh Science Festival</li> <li>- Royal Highland Show</li> <li>- Taste of Grampian</li> <li>- Fresher’s Week Roadshows</li> <li>- Scottish Learning Festival</li> </ul> <p><b>TV PROGRAMMING</b></p> <ul style="list-style-type: none"> <li>- Defenders UK</li> <li>- Scoping opportunities with other production companies</li> </ul> <p><b>PUBLICATIONS</b></p> <ul style="list-style-type: none"> <li>- Annual Report &amp; Accounts</li> <li>- New FSS Strategy</li> </ul> <p><b>SOCIAL SCIENCE</b></p> <ul style="list-style-type: none"> <li>- Food in Scotland Biannual Consumer Tracking Survey – Waves 10 and 11</li> <li>- FSS Segmentation</li> <li>- FSS Strategy Research</li> </ul> <p><b>INTERNAL COMMUNICATIONS</b></p> <ul style="list-style-type: none"> <li>- Internal Values Roll-Out</li> <li>- Staff Campaigns</li> <li>- Future Structures</li> </ul> <p><b>STAKEHOLDER MANAGEMENT</b></p> <ul style="list-style-type: none"> <li>- Implementation of new system across FSS</li> </ul>
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5.2 However, for 2020/2021 there remains either a high degree of organisational uncertainty (primarily Brexit related) or there are activities where we are not yet at the stage of identifying what communications and marketing activity will be required. We have however, identified the key initiatives and strategic organisational risks and our general approach to the management of them.

## **6. Expected Additional Communication Activity 2020-21**

6.1 Additional areas of organisational work that communications will be working with others on includes:

- Supporting the development and communication of the new FSS Strategy
- Foodborne disease statistics which will revise the economic assessments of the burdens of foodborne disease on the economy and health service
- Continuing to support the activities of the Food Crime Unit where we expect to conclude a number of investigations;
- Significant communications on allergens once the policy proposals are finalised. This will required both business and consumer communication
- Diet and Nutrition where we intend to produce and updated Situation Report and Board paper to re-emphasise our stance and involvement in helping to improve diet in Scotland
- CBD – again a developing policy area and one where consumer communications will be important once we are clear on the additional advice we need to give to consumers.

## **7. Identification of Risks and Issues**

7.1 In summary, the potential risks are:

- Reputational damage and associated loss of consumer confidence.
- Lack of awareness of FSS and its role, and confusion around the distinction between FSS and the FSA.
- The transition period and continued risk of a no deal Brexit giving rise to continued uncertainty and angst amongst business, consumers and staff.
- While Brexit will no doubt bring challenges to FSS, in many ways it does not change our emphasis in what results we are trying to achieve as an organisation.
- Reputational damage and associated loss of consumer confidence.

7.2 We will continue with the Consumer Tracking Survey which measures a range of issues which are relevant to us, including levels of trust and consumer attitudes. We also know that consumer attitudes towards food standards – regardless of whether people voted to leave or remain – is that they expect as a minimum that

our standards will be as they are now. In that sense, strategically, our emphasis on ensuring the continued protection of consumer interests in light of EU exit remains unchanged.

### **Lack of Awareness of FSS**

- 7.3 Continuing to raise awareness of FSS will continue to be an important emphasis of the work we do. We therefore plan to continue to train existing and new spokespeople across FSS, and increase our engagement with journalists through Nutrition and Agricultural journalists forums and ongoing media relations work. We intend to develop a communications plan around the new Intake 24 and Kantar statistics with an updated Situation Report or a standalone publication.
- 7.4 There is also still some concern that the Scottish public still confuses FSS with the FSA. Consumers are aware that Scotland has its own food safety organisation, but it is frequently referred to as Scotland's Food Standards Agency.

### **Brexit and Continuing Risks of No Deal**

- 7.5 Alongside other parts of FSS, communications will be increasing its headcount. Areas such as business to business communications and an increased emphasis of risk communications will be of more significance going forward.

## **8 European Union considerations**

- 8.1 The Board is invited to note the impact of Brexit as outlined above on FSS's communications and marketing function, and also on capacity within the team. Additional resource is being recruited to the team both within the Future Structures programme directly to address the demands of Brexit, and in order to build resilience and capacity in the light of increasing volumes of core work.

## **9 Conclusion/Recommendations**

- 9.1 This paper sets out the strategic communications approach and operational tactics FSS will deploy over the next financial year to mitigate risk and leverage opportunity.
- 9.2 The Board is asked to:
- **Note** the communications and marketing work that has been undertaken to support FSS's strategic aims and policy objectives in 19/20.
  - **Discuss** the topline results that have been achieved.
  - **Note** the proposed focus for communications and marketing activities in 20/21.
  - **Agree** that this paper should become an annual update.

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12.02.20

## **ANNEX A – Strategic Communications Objectives**

Support the work of FSS to:

Continue to raise awareness of FSS and our role amongst all our audiences, so that we are seen as the first port of call for all matters related to our remit.

Open a dialogue with our audiences and use all channels not only to broadcast but also to listen and engage.

Manage FSS's reputation externally, promoting our core values, expertise, evidence-based approach and 'consumers first' ethos, so that we continue to be trusted by the public.

Manage communications and marketing budget allocations wisely and efficiently, ensuring best value FSS.

Understand and work with our audiences to co-create communications and marketing activity based on insight.

Nudge behavioural and attitudinal change using behavioural science to underpin social marketing campaigns.

Implement and embed incident communications protocols across FSS, and be the advocates for consumers during food incidents.

Continue to leverage established channels for stakeholder communications and support other teams in their stakeholder engagement.

Activate strategic partnerships with key organisations, leveraging their channels to reach their audiences with FSS messaging.

Target communications appropriately according to the target audience(s) using content which is accessible to its intended audiences, is creative and engaging, and which can be re-purposed for use across multiple channels.

Indicate the value of communications and marketing activity via rigorous evaluation and robust evidence.

Nurture a sense of FSS being a transparent employer and a great place to work via an ongoing programme of timely, informative and relevant communications for FSS staff.

## ANNEX B

### Summary of 19/20 C&M Activity

*Please note budgets associated with each activity are not necessarily from 19/20 budget allocations and in some cases come from Programme or other Branch budget allocations.*

FOOD IS SAFE					
Activity	Objectives	Summary	Outcomes	Budget	Next Steps
<b>Behavioural Insight</b> - Campylobacter reduction amongst older people	<ul style="list-style-type: none"> <li>How can we best communicate risks of Campylobacter to the most at-risk segment of 65+ age group (budget dependant)?</li> </ul>	<p>Working group created with representation from C&amp;M, FPSS and Food Science.</p> <p>FSS Segmentation model on Food Safety is the first step to drive this project as it will outline the key risk categories of the public which we need to target and their views and attitudes.</p> <p>Wave 9 results will also feed into the insight.</p>	<p>Insight collated across all departments and fed into segmentation modelling where appropriate.</p> <p>Intervention options being investigated by C&amp;M and Social Researcher.</p>	See Segmentation modelling	<p>Update to Board due early 2020.</p> <p>Focus groups early 2020.</p>
<b>Digital Alerts</b> - Food	<ul style="list-style-type: none"> <li>Communicate product recalls and allergy alerts to consumers</li> </ul>	The service was launched in April 2019 to coincide with World Allergy Week.	Currently have over 1600 email and over 500 text subscribers	£500	Promotion of alerts to increase subscribers (to come from 2020/21 budget)
<b>Campaigns</b> - Allergens	<ul style="list-style-type: none"> <li>Encourage young people aged 12-18 with a food allergy who are starting to make food decisions for themselves and their friends/peer groups to overcome stigma</li> </ul>	Campaign creative hinges around 'cringe' moments in young peoples' lives, with a link to how 'standing out' in regard to food allergies can create awkward moments for them. This insight was gained through qualitative research with the	This campaign is still to run.	£31,450	This campaign is currently in development with Union Connect and 3x1 due to launch on Feb 25 <sup>th</sup> .

	<p>barriers, highlighting the importance of discussing and flagging allergies to all</p> <ul style="list-style-type: none"> <li>• Raise awareness of food allergies to a wider audience showing the importance of keeping young people safe</li> </ul>	<p>target audience – young people aged 12-18 with food allergies.</p> <p>Young Scot is a key partner for this campaign, by hosting an FSS dedicated microsite and delivering a survey to its database.</p> <p>Allergy UK have also agreed to partner along with a number of other key organisations such as girl guides, community groups and sports organisations will provide additional support in disseminating messaging and encouraging behavioural changes to the target audience.</p> <p>Campaign creative will include a video and social media content.</p> <p>Supporting PR activity will include a press release, documentary style case studies and influencers.</p>			
<p><b>Events - Allergy &amp; Free From Show</b></p>	<ul style="list-style-type: none"> <li>• Raise FSS's profile as a source of allergy information in Scotland</li> <li>• Raise awareness and encourage sign-up to our allergy alert service</li> <li>• Gather attendees' views and data on their attitudes and behaviour around allergies</li> </ul>	<p>The allergy &amp; free from show Scotland is one of the largest allergy focussed events in the UK. Therefore we will be letting attendees know about the helpful resources FSS has to offer to assist people with their allergy e.g. text &amp; email alerts, information on our website, Allergy campaign.</p>	<p>Not yet run</p>	<p>£4,000</p>	<p>Work with Speakeasy to design the stand, and make sure the messaging is focussing on the target audience.</p>

	Target audience are people with allergies, or people who have a family member with an allergy. Key demographics who attend the event – ABC1 women average age 47 years.	The stand will consist of informative wall panels, easy access to Ipads/laptops to allow attendees to sign up to the text & allergy alerts, and also informative handouts.			
<b>Communications</b> – Incidents Training and Communications	Incidents Comms Plan (ICP) training for FSS existing employees who are or will be involved in food outbreaks and incidents.	Staff from the Comms & Marketing team, Food Protection, Science & surveillance and the Scottish Food Crime & Incidents Unit attended.  The 2.5 hours targeted training sessions took a step by step walk through the ICP covering the core principles, role and responsibilities before going through a scenario example and exercises. At the end a discussions took place on learning outcomes.	This ensured key staff involved in incidents know what is involved from a Comms & Marketing perspective.  Key staff are better informed on the implementation of the ICP, and in particular how an incident can escalate from level 1 – level 4.	£5,000	This initial training is complete. However, the Comms & Marketing team intend to roll out further sessions across the office.
<b>Publications</b> – Quarterly Animal Welfare Incidents Report	<ul style="list-style-type: none"> <li>To publish the animal welfare incident report on the FSS website.</li> </ul>	A report template was created so that the animal welfare incident statistics could be published on a quarterly basis on the FSS website.	The report was published on the FSS website and is accessible for viewing..	£0	This is now with the Operation team to continue publishing the report now that a template has been created.
<b>Digital and social media</b> – fast fact sheets and infographics	<ul style="list-style-type: none"> <li>To effectively communicate the key advice in relation to the five main pathogens to consumers</li> </ul>	The development of five fast fact sheets and infographic images for social media relating to each pathogen.	All fact sheets have been published and infographics rolled out as part of a series on social media - #Fastfactfriday	£1,000 approx	This is evergreen content that can be used and referred to in the future.

<p><b>TV Programming</b> – Defenders UK</p>	<ul style="list-style-type: none"> <li>To increase profile of FSS and show the importance of FSS being seen as a ‘Defender’ protecting public from wrongdoing in relation to food</li> </ul>	<p>Ian McWatt appeared as a keynote speaker in series 2</p> <p>TomosTV came to FSS to meet with various Branches and colleagues from LAs to understand the work we do and how we could be involved in series 3 and 4</p>	<p>Ian featured in series 2 which was broadcast across the UK on BBC1, achieving 820,000 viewers</p> <p>Lorna Murray and Ron McNaughton filmed for series 3 and 4 as keynote speakers</p> <p>Two LAs agreed to be involved in filming case studies</p>	<p>£0</p>	<p>East Lothian Council no longer wish to take part as their Head of Protective Services (who signed up to agreement) has left his role</p> <p>Glasgow City Council wish to take part but still working on legal contract with lawyers</p> <p>Lorna Murray and Ron McNaughton have been filmed as keynote speakers for series 3 and 4</p> <p>TomosTV keen to work with the SFCIU. Options being explored for future filming.</p>
<p><b>Campaigns</b> – festive food safety checklist</p>	<ul style="list-style-type: none"> <li>Raise awareness of the risks of not following good food safety practices when making and eating Christmas dinner.</li> <li>Encourage consumers to download the step-by-step check list to support them in making preparing, cooking and</li> </ul>	<p>The campaign was aimed at a broad target audience (around 30-60 years). It included people who were making Christmas dinner for the first time and those who’re experienced in catering for the whole family.</p> <p>Humorous, Christmas film themed memes were created to bring each item on the checklist to life, which would resonate</p>	<p>In total 42 social media posts were shared on Facebook, Twitter and Instagram, which generated 205, 238 impressions and over 9,500 engagements.</p> <p>971 views of the dedicated campaign landing page</p>	<p>£3,000</p>	

	<p>eating Christmas dinner safely.</p>	<p>with the target audience and promote the individual food safety messages.</p> <p>The checklist was created in such a way to reflect an individual's busy to do list, which could be downloaded from the website.</p>	<p>347 downloads of the checklist</p>		
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<p style="text-align: center;"><b>FOOD IS AUTHENTIC</b></p>					
<p><b>Activity</b></p>	<p><b>Objectives</b></p>	<p><b>Summary</b></p>	<p><b>Outcomes</b></p>	<p><b>Budget</b></p>	<p><b>Next Steps</b></p>
<p><b>Campaigns</b> - Report Food Crime</p>	<ul style="list-style-type: none"> <li>• Raise awareness of the Food Crime hotline to prospective industry 'whistleblowers'</li> <li>• Increase the understanding of food crime through partnership with food and drink organisations</li> <li>• Increase industry and public awareness of the SFCIU and the work that they do to protect the integrity of the Scottish food and drink industry</li> </ul>	<p>During the 2<sup>nd</sup> phase of the food crime campaign, we worked with Union Connect to target more Scottish food and drink businesses to encourage them to sign up to pledge their support in raising awareness of food crime and how to report it.</p> <p>We also teamed up with a highly influential spokesperson, Professor Chris Elliott, to help raise awareness and interest in food crime and the SFCIU through a joint Q&amp;A video with Ron McNaughton. Released on YouTube, shared with partners &amp; released on our social media channel</p>	<p>18 Scottish business partners have signed up to tackle food crime.</p> <p>Gained coverage (print &amp; online ) in the National, Meat Management, and Food Manufacture. As well as broadcast covering about the partnership with New Food Magazine and BBC Radio Scotland.</p>	<p>£10,000</p>	<p>With no additional money this FY, we will monitor the marketing mailbox which is the point of contact if new partners would like to become a partner, and send out information to them.</p> <p>Ron and Ross will be attending the New Food, Food Integrity Conference, March 2020.</p>

<b>Proactive Media</b> - DNP	To highlight to the public that this is not a safe substance, under any circumstance and can cause serious illness, even death. And to encourage reports to the Hotline	Census Wide survey carried out to gather intelligence and inform news story.  Press release issued highlighting key stats from research, including interviews with Ron.  Social media, including stakeholder sharing.	Excellent national coverage, including BBC, Scotsman and front page Herald. High online engagement	£2,000	Continue working closely with SFCIU to promote its priority focuses to consumers / business
<b>Digital and Reactive Media</b> – CBD	To provide industry and consumer advice in relation to safety and policy of this new food product	Creation of a novel food section on the website as well as close coordination with the FSA and FSS Policy colleagues on media activity (drafted reactive lines).  CBD a key issue in horizon scanning activity, including daily media monitoring and social media listening.	Ongoing	£0	Awaiting outcome of Board discussion on CBD paper to see what the next steps are in Scotland. Continue monitoring public mood and update CBD web page where necessary.

### CONSUMERS CHOOSE HEALTHIER DIETS

Activity	Objectives	Summary	Outcomes	Budget	Next Steps
<b>Events</b> – Edinburgh Science Festival	<ul style="list-style-type: none"> <li>Increase awareness of FSS's remit and purpose with adult Scottish consumers to position FSS as a trusted organisation</li> <li>Increase understanding of the benefits of a healthy diet so that consumers are more</li> </ul>	<p>We will again have a stand in the National Museum of Scotland during the April school holidays to communicate key messages with attendees.</p> <p>The stand design is still taking shape, however the stand will include the Calorie Countdown bike interactive, showing the link</p>	<p>Ongoing</p> <p>The event outcomes will be reviewed once it's taken place.</p> <p>Edinburgh Science 2019 results – 13,000 visitors on our stand. 5,230 game plays on the calorie countdown bikes</p>	<p>Around £20,000 for the actual event</p> <p>£15,000 for new activity</p>	<p>Two new interactives around No Upsizing and food allergies are also in development and will be on the stand this year, and will be re-used at RHS and ToG.</p>

	<p>open to listening when it comes to interacting and taking on FSS recommendations</p>	<p>between calorie intake, and exercise. The kitchen will also be present highlighting to attendees the different 'kitchen crimes'.</p>	<p>compared to only 650 in 2018. Surveyed over 100 adults on the stand about FSS, and what they know about us.</p>		
<p><b>Behavioural insight and Campaigns</b> – Discretionary Foods</p>	<ul style="list-style-type: none"> <li>Encourage younger males to cut back on discretionary foods and give a sufficiently strong motivating factor to stop them in their tracks when thinking of 'treating' themselves yet again.</li> <li>Shine a light on the fact that all of us are eating a high volume of snacks, all of the time – often without really thinking about it - and that this leads to us not getting the nutritional balance we need.</li> <li>Position FSS at the heart of the diet and nutrition landscape in Scotland and ensure our role in this arena is clear.</li> </ul>	<p>Consumer insight carried out via community days throughout Scotland.</p> <p>Insight to inform further campaign development, in particular creative development and possibly strands of PR, media scheduling and partnership work too.</p>	<p>Ongoing</p> <p>Insight has revealed younger men unconsciously snack at times of relaxation ('chilltime').</p> <p>Nutritional benefits and snack swapping has been identified as possible route into the audience through initial insight gathering community days across Scotland.</p> <p>These insights will be further tested in our subsequent creative testing stage</p>	<p>£170,000 this FY</p>	<p>Creative brief being developed by The Union on the back of initial insight gather research with the target audience, with creative testing the next step in the process.</p> <p>The campaign development will continue to end of financial year with production of assets.</p> <p>Media, PR, field and partnerships, evaluation for a campaign in May will be further developed in the next financial year.</p>

<b>Proactive media</b> – FSS recommendations to SG on OOH	<ul style="list-style-type: none"> <li>To communicate FSS's recommendations to the SG on the OOH environment</li> </ul>	Press release, media briefing and infographics created for social media to present key measures and findings	Press release issued and several interviews with Ross Finnie managed, including Daily Mail, John Beattie and Media group	£800	
<b>Digital</b> – Dietary Guidance	<ul style="list-style-type: none"> <li>Support consumers in the journey towards the Eatwell Guide by developing a digital tool for non-nutritionist health practitioners</li> </ul>	<p>The nutrition team has done extensive research on the development of dietary guidelines/guidance to help people achieve the diet that is set out in the Eatwell Guide.</p> <p>The dietary guidance tool (final name is tbc) is designed to give people easy to digest tips and advice on how to do this.</p>	Ongoing – this will continue into the next FY.	£25,000 (Nutrition Programme budget)	Designs being user tested at consumer and stakeholder workshops.
<b>Education</b> – Food Card Survey	<ul style="list-style-type: none"> <li>To find out usage of food cards to allow us to better promote them and encourage their uptake in schools.</li> </ul>	<p>Food cards are given free via the website to Teachers who sign up to our database.</p> <p>Rolling survey on food cards out to all teachers who have ordered them to ask how getting on and to sign up to the newsletter - will go out every few months to new teachers.</p>	Sept 2019 survey results - 119 opened the survey and 33 responded - all positive comments.	£0	Issuing next survey mid Feb 2020 for those issued with Food Cards from July 2019 onwards.

RESPONSIBLE FOOD BUSINESSES FLOURISH					
Activity	Objectives	Summary	Outcomes	Budget	Next Steps
<b>Digital – Allergen training tool</b>	<ul style="list-style-type: none"> <li>Develop an FSS branded training tool for Scottish businesses to use</li> <li>The tool should be dynamic to allow additional information/sections to be added</li> </ul>	<p>The tool will be used by food businesses to identify the measures they need to have in place to comply with legislation and be allergen aware.</p> <p>Working cross-office to collect content to be based on the current (FSA branded) tool/content.</p>	The tool will be based on the functionality currently used for the Healthy Eating tutorial.	£12,000	To be completed by end March. Promotion next FY.

FSS IS TRUSTED					
Activity	Objectives	Summary	Outcomes	Budget	Next Steps
<b>Stakeholder Communications</b> - Newsbites	To communicate to our stakeholders FSS updates including key pieces of work, new legislation, campaigns, consultations and important pieces of news	<p>A quarterly e-newsletter is created on Mailchimp and sent to external stakeholders.</p> <p>Content is drafted from FSS employee contributions.</p>	20% average open rate, and usually a good click through rate on each individual e-newsletter.	£0	The next Newsbites is due to be sent out in April 2020
<b>Education – Digital Marketing Campaign</b>	<ul style="list-style-type: none"> <li>To raise awareness of FSS education resources and to encourage use within the classroom, both in Primary and Secondary schools.</li> </ul>	<p>Aimed at teachers to promote the education resources using Google Adwords, Facebook and Twitter .</p> <p>First iteration ran from Aug-Sept 2019. Second iteration running now from 13<sup>th</sup> Jan – 31<sup>st</sup> March 2020.</p>	<p>106,000 page views Jan 19 –Jan 20: a 47% increase in page views year on year</p> <p>Food cards sent out: 966 packs to 650 schools or 25% of all schools in Scotland</p>	<p>1<sup>st</sup> campaign - £3,000</p> <p>2<sup>nd</sup> campaign - £8,000</p>	<p>Ongoing analysis of results.</p> <p>Confirm dates with secondary school for filming video (Knox Academy).</p> <p>Debrief mid April 2020.</p>

		Short promo videos also being used, filmed at a primary school in Inverness to show usage of resources in-situ.			
<b>Education</b> – Foodbites	<ul style="list-style-type: none"> <li>Keep FSS forefront of mind in a trusted way for Teachers and HWB Co-ordinators for both healthy eating and food safety.</li> </ul>	Regular newsletter to keep Teachers and HWB Co-ordinators updated on FSS activities and resources	Latest edition not yet issued.	£0	Send out next edition by end January 2020 including new 5-min video of primary school usage.
<b>Digital</b> – FSS Website	<ul style="list-style-type: none"> <li>Continue to develop content and functionality to ensure it can be used to effectively communicate with consumers and businesses across Scotland</li> </ul>	<p>This year there has been significant emphasis on SEO to improve its prominence in search engines.</p> <p>A key area where content was improved was the consumer allergen information, with increased information on what allergens are, advice on eating out and what to do if you're cooking for someone with an allergy.</p> <p>A section on Brexit was developed, with content for both consumers and industry. This is being updated as required.</p>	For calendar year 2019, there was an overall year-on-year 25% increase in users coming to the site, with a 61% increase in users arriving via a search engine.	£18,000 (includes hosting, SEO, content and updates)	<p>The advice for business and industry around allergens will need to be updated. This will be in line with content included in the 'Allergen training tool' as well as any other key legislative changes.</p> <p>Content across the site will need to be updated to reflect Brexit, e.g links to relevant legislation going to UKG/SG websites rather than EU ones.</p> <p>SEO will form part of business as usual, and a monthly report will look at key areas of the site performing well in search engines</p>

					and to identify further opportunities for optimisation.
<b>Digital - Amazon/Alexa Partnership</b>	<ul style="list-style-type: none"> <li>Ensure correct and consistent information is provided to consumers who use Alexa devices* in the home.</li> </ul>	Alexa devices pull information direct from a database and through partnering with them they will be able to provide correct and up to date information to those people who use the devices in the UK.	Questions currently being drafted, it is anticipated there will be 70-100 questions based on analysis of website traffic.	£11,000	<p>Questions and answers to be reviewed.</p> <p>Whitespace liaising with Amazon re. next steps.</p> <p>*2020/21 – work will continue on SEO with attention paid to voice search and how to improve our site for users searching with other devices, eg Siri, Google home mini etc.</p>
<b>Behavioural Science – EAST Framework Evaluation</b>	To develop a new analysis method for campaigns based on the EAST behavioural model.	<p>All campaigns are evaluated by asking questions which each fit under a pillar of the EAST behaviour model Easy / Attractive / Social / Timely, which is the accepted behavioural model across government. A framework is then used to calculate how well a campaign performed overall.</p> <p>We needed to replace the old framework used for evaluating campaigns (adEval, used by Kantar) with a new and updated one, more fit for purpose and</p>	<p>Cross agency involvement has been beneficial.</p> <p>Cognitive testing and new framework style is complete.</p> <p>Food Safety questions are complete.</p>	£14.620 (last FY)	<ul style="list-style-type: none"> <li>Healthy Eating questions have been tweaked and are to be finalised.</li> <li>Decide on final name for the new framework</li> <li>Working with JRS on a joint paper as a case study for the World Social Marketing Conference</li> <li>New framework will be used to analyse the next</li> </ul>

		relevant to our new agency, JRS Consortium. All questions have now been cognitively tested.  The model required a new format and a new name.			campaign, Discretionary Eating, in Summer of 2020.
<b>Events</b> - Royal Highland Show, Taste of Grampian	<ul style="list-style-type: none"> <li>Increase awareness of Food Standards Scotland's remit and purpose with adult Scottish consumers to position FSS as a trusted organisation.</li> <li>Increase understanding of the benefits of a healthy diet so that consumers are more open to listening when it comes to interacting and taking action on FSS</li> <li>Raise awareness of FSS's remit with caterers and businesses exhibiting and achieving a positive response on our engagement (TOG &amp; possibly RHS)</li> </ul>	<p>RHS is a flagship event for FSS where we have a stand in Scotland's Larder Live at the Royal Highland Centre, Edinburgh. Our stand has many elements to it teaching consumers about healthy eating, food safety, food crime and handwashing.</p> <p>Taste of Grampian is a one day food and drink festival in Aberdeenshire. This year the event is rumoured to be changing locations to the new TECA Conference centre. At Taste of Grampian 2019 we worked with caterers to develop the Healthy Eating Food Charter - all caterers had to provide one reduced calorie option on their menu, and display the calories. We also held a MenuCal training session to help caterers.</p>	<p>Ongoing for 2020.</p> <p>Taste of Grampian 2019 – all 15 food caterers displayed the calories for their reduced calorie option. 3 caterers and 1 local authority attended the MenuCal training session at FSS. Over 1000 recipe cards were distributed at the event.</p> <p>RHS 2019 there were in total 16,436 game plays. Over 8,000 of these were from the Calorie Countdown bikes.</p>	<p>RHS – £83,000</p> <p>TOG – £8,000</p>	<p>Confirm stand booking for RHS 2020.</p> <p>Decide whether to attend TOG</p>
<b>Social Science</b> – Food in Scotland Consumer Tracking Survey	To give FSS the insight of Scottish consumer attitudes and behaviour in order to inform policy work, behaviour change campaigns and	Bi-annual Consumer Tracking Survey containing a consistent module of questions relating to FSS Awareness and Trust with alternating modules of Food Safety and Healthy Eating.	Wave 7 (Food Safety) completed mid 2019.	£22,000 per wave	<p>Wave 9 in-field end Jan 2020, final debrief March 2020.</p> <p>Wave 10 (Healthy Eating) &amp; Wave 11</p>

	<p>communications to fulfil our statutory objectives.</p>		<p>Wave 8 (Healthy Eating) completed end 2019.</p> <p>Wave 9 (Food Safety) – in progress at beginning 2020.</p>		<p>(Food Safety) to be completed in 2020.21.</p> <p>Survey questions are continually monitored and changed if necessary due to societal or legislative changes, in conjunction with all FSS teams.</p>
<p><b>Social Science Segmentation</b> -</p>	<p>To combine all the available new sources of data with the current FSS segmentation model to update our insight.</p> <p>Key objective - to simplify how we're communicating the segmentation model to ensure maximum usage across all FSS Departments.</p>	<p>In order to ensure we are meeting our consumers' needs must understand what their attitudes, lifestyles, drivers and current behaviours are. The aim of FSS's segmentation model is to provide a rich and robust data mine to inform policy thinking and interventions as well as developing public information and social marketing communications and campaigns work which is targeted to the audience based on insight.</p> <p>There are 2 versions (1) Food Safety (2) Healthy Eating. The data collected from the FSS Food in Scotland Consumer Tracking Surveys will be the backbone of the segmentation model.</p>	<p>Food Safety model was prioritised for 2019.20.</p> <p>Data has all been coded and risk scoring completed.</p>	<p>£30,000</p>	<p>Pen portraits to be developed – Food Safety version and final Food Safety model completed by end Mar 2020.</p> <p>Segmentation model to be presented internally by Union Data</p> <p>C&amp;M Department to organise segmentation workshops to encourage use of the model across Departments.</p> <p>Healthy Eating segmentation model to be updated early 2020.21 as per Food Safety model process.</p>

<p><b>Training</b> – media and spokespeople</p>	<p>To provide familiarisation media training with ‘front line’ staff who wouldn’t usually be a spokesperson and refresher sessions with key spokespeople</p>	<p>3x1 delivered the practical training with various people across FSS who could be expected to speak publically about their roles, etc. It provided the knowledge and advice to prepare people ahead of involvement in documentaries and filming etc – 2.5 hrs</p> <p>In-depth media training as a refresher with key spokespeople – 2 hrs</p>	<p>Two training sessions delivered to members of staff across the office.</p>	<p>General training - £1,500</p> <p>In depth training - £1,000</p>	
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<p><b>FSS IS EFFICIENT AND EFFECTIVE</b></p>					
<p><b>Activity</b></p>	<p><b>Objectives</b></p>	<p><b>Summary</b></p>	<p><b>Outcomes</b></p>	<p><b>Budget</b></p>	<p><b>Next Steps</b></p>
<p><b>Social Science</b> – Brexit Research</p>	<ul style="list-style-type: none"> <li>Gain insight into the attitudes and acceptance of potential food related outcomes of Brexit</li> <li>Identify the top concerns consumers have on Brexit related food issues, to provide FSS with evidence to back up our communications</li> <li>Gain insight on consumers expectations of FSS’ role post Brexit</li> </ul>	<p>An omnibus survey asking a base of 1000 consumers for their views and acceptance of food and Brexit related scenarios.</p> <p>Six focus groups giving a qualitative perspective on Brexit related to food. This has enabled us to delve more into what consumers feel are the most important issues and why.</p>	<p>Results are still being examined, with a debrief held on 31<sup>st</sup> January</p>	<p>£22,200</p>	<p>Survey being peer reviewed prior to sharing results further.</p> <p>Communications handling strategy has been developed and to be agreed.</p>
<p><b>Social Science</b> – FSS Strategy Research</p>	<ul style="list-style-type: none"> <li>Overall, to hear consumer, staff and other stakeholder</li> </ul>	<p>Staff Groups taking place in Aberdeen (5) and Glasgow (1) covering both office &amp; Field staff.</p>	<p>Staff email being sent with sign-up link.</p>	<p>Total of £35,000</p>	<p>Online stakeholder survey underway.</p>

	<p>voices on the FSS strategic plan and bring their thoughts and views into the new FSS strategy</p> <ul style="list-style-type: none"> <li>To bring the strands of insight together into a useful and actionable report which will feed into development of the new strategy, and which may be used to confirm why FSS is acting in certain areas.</li> </ul>	<p>Stakeholder groups in Aberdeen, Edinburgh, Glasgow and Stirling – for key stakeholders.</p> <p>Stakeholder survey online to capture further stakeholder views.</p> <p>Consumer Groups in Edinburgh, Glasgow and Aberdeen.</p>	<p>Key stakeholders being identified by Branch Heads for workshops &amp; personal invite.</p>	<p>(£32k funded from C&amp;M budget with a further £3k from Board budget)</p>	<p>Staff groups from w/c 03 Feb.</p> <p>Stakeholder groups from 20<sup>th</sup> Feb.</p> <p>Consumer groups w/c 10<sup>th</sup> Feb.</p>
<p><b>Internal Communications</b> – Future Structures</p>	<ul style="list-style-type: none"> <li>To communicate openly and transparently on new FSS structure and help staff understand the changes taking place</li> <li>To keep staff informed and involved in an accessible and engaging way and provide support to the project implementation team</li> </ul>	<p>Help with drafting regular all-staff emails with updates from the project lead on progress.</p> <p>Updates to be added to weekly comms from Chief Exec and monthly comms from Head of Ops</p> <p>New Saltire sections added for the Future FSS programme, with separate sections holding all information on the Future Structure and Future Strategy</p> <p>Slido and Q&amp;A mailbox set up to facilitate feedback from staff</p>	<p>Ongoing</p>	<p>£0</p>	<p>Comms Plan being drafted.</p> <p>Continue to provide Communications advice to the project team as recruitment is ongoing until 2021</p> <p>Encourage more buy-in from Branch Heads and Line Managers to ensure staff's individual concerns are recognised</p> <p>All-staff meetings to include time for discussion of Future Structure</p>

					Discussion with Ops senior management on best ways to keep field staff informed and involved
<b>Internal Communications</b> – FSS Internal Values	<ul style="list-style-type: none"> <li>To develop a set of core internal values for FSS</li> <li>To launch and embed those across the organisation, ensuring buy-in at every level</li> </ul>	<p>Workshops have been undertaken with staff forum, CLG and other staff groups to gain views on values, and what those mean in practice.</p> <p>Internal values have been agreed in principle and are being developed so that they can be communicated in a meaningful and relevant way prior to launch.</p>	Positive anecdotal feedback from workshops.	Tbc	Develop values and agree with SMT. Develop design and materials for visibility across office and field locations. Agree to include these in all FSS performance objectives for 20/21. Present at Battleby March 28 <sup>th</sup> .
<b>Internal Communications</b> – Call It Out campaign	<ul style="list-style-type: none"> <li>To address the results of the People Survey in relation to bullying, harassment and discrimination, recognising that FSS has no greater a problem than other parts of government, but any bullying, harassment or discrimination is unacceptable</li> <li>Link to the internal values work</li> <li>Give practical ways to address this issue</li> </ul>	Proposal for a staff campaign has been agreed with SMT	n/a	Tbc (next FY)	Campaign to be further developed following internal values roll-out

<p><b>Internal Communications</b> – TUPE Transfer</p>	<ul style="list-style-type: none"> <li>To communicate FSS's decision to end its contract for official controls with HallMark Meat Hygiene Ltd.</li> <li>To keep FSS staff informed during the TUPE process to transfer HallMark staff in scope to FSS</li> <li>To provide communications support to the project team and implement effective internal/external and stakeholder communications</li> </ul>	<p>Separate email communications sent to internal staff and stakeholders announcing decision and conclusion of project.</p> <p>FSS staff kept informed via regular email updates, communications in Geoff's update and For the Field, and face-to-face with Ops Managers.</p> <p>Communication with HallMark staff limited due to legal requirements of TUPE process but worked with HallMark to create Q&amp;A document for questions and feedback which was updated regularly.</p> <p>Dedicated Saltire pages set up with Project overview and Q&amp;A updates.</p> <p>Involvement in post-transition 100 Day Ops Plan to integrate new staff into FSS, including For the Field being sent twice a month</p>	<p>Contract with HallMark to deliver official controls for FSS was concluded on 15 September 2019.</p> <p>Communications ran smoothly, with all MHI, OV and SOV transferees commencing duties as FSS staff on Monday 16 Sep 2019.</p> <p>High safety and animal welfare standards in Scotland's meat industry were not compromised, and consumers interests were protected</p>	<p>£0</p>	<p>Activity complete</p>
<p><b>Internal Communications</b> – Regular Staff Updates</p>	<ul style="list-style-type: none"> <li>To ensure FSS staff continue to be informed on organisational activity and objectives</li> <li>To support the smooth running of FSS and</li> </ul>	<p>Update from Chief Executive to all staff every Friday</p> <p>For the Field update to Ops staff once a month</p>	<p>Ongoing</p>	<p>£0</p>	<p>Update the FSS Internal Communications Strategy, to include a Saltire strategy for better engagement</p>

	convey organisational culture and vision	The Standard (internal newsletter) quarterly Saltire (intranet)  All-staff emails (as required)			
<b>Internal Communications</b> – Ops Engagement Conference	<ul style="list-style-type: none"> <li>To create an event where both field and office staff can meet and take part in an interactive day, hearing updates of interest to them.</li> <li>Attendee numbers to be similar, if not more than the last event</li> </ul>	Held at Battleby in Perthshire in October 2019. Agenda included a presentation by Bowel Cancer UK and staff presentations on Communication, Mental Health, and Intelligence Gathering.	61 staff attended the event.	£2,400	The next Ops Engagement Conference will be held on 28 March 2020 allowing field staff to hear updates from Ross, Ian, Sandy and others and take part in an interactive day.
<b>Social media</b> – FSS ‘Recruitment’ Campaign	<ul style="list-style-type: none"> <li>To externally promote the FSS working culture, employee benefits and positive staff feedback to appeal to potential job candidates.</li> </ul>	<p>C&amp;M ran an internal competition – staff had to send in 20 words or less why they love working at FSS. The winners were selected at random and won supermarket vouchers each, and agreed to feature in a social media infographic series.</p> <p>Professional photography was taken of the winners and the infographics feature the image of the individual, their quote and job title and it is currently being rolled out across our socials.</p> <p>A template for vacancies for social has also been developed.</p>	Ongoing	£350	Monitor consumer reactive and respond to any enquires. Continue to roll out full suite of infographics and promotion of job ads as a next step.
<b>Digital</b> – Accessibility audit	<ul style="list-style-type: none"> <li>To ensure the FSS website is fully accessible to users</li> </ul>	Whitespace (our digital agency) will complete an accessibility audit on our website, compiling a	For the FSS website to be fully accessible to users that have	£2,500	Brief to be sent to digital agency, and

	who have disabilities or lower level of computer literacy by September 2020.	report of what will need to be completed on the website to ensure we are meeting public sector accessibility standards by September 2020.	disabilities or lower level of computer literacy.		more budget required next FY
<b>Accessibility</b> – BSL plan	<ul style="list-style-type: none"> <li>To develop FSS's first BSL plan following the Scottish Government's national BSL plan (mandatory requirement)</li> </ul>	Establishment of the internal FSS steering group to develop BSL plan, consultation with BSL user on (website and social media) and approval from the Board. To be published by spring 2020.	Ongoing. So far: developed draft plan; consultation with BS; BSL awareness training with Board	Tbc (next FY)	Finalise plan and seek final approval from SMT, along with a communications plan to raise awareness internally and externally.

