



For safe food and  
healthy eating

**Strategic Issue  
Register:  
Q4 2025/26**

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## Background



The Strategic Issue Register is designed to record and monitor issues impacting on the successful delivery of the FSS Strategy. The most important issues to FSS are those which will affect the delivery of the strategic objectives and key goals.

This approach aims to lay out a clear and direct line between the issues identified to strategy delivery and each of the goals and strategic objectives.

The FSS Strategic Issue Register exists to ensure that:

- Strategic issues are identified and managed.
- Actions are determined, prioritised and action plans are implemented.
- The effectiveness of existing actions are evaluated.
- The Strategic Issue Register supports the FSS Strategic Plan.

# Strategic Issue: Key

## STATUS KEY: Severity

<b>Very High</b>	Destructive and unacceptable impact on FSS/business operations that will result in a major change to overall approach. Large resource consequences.
<b>High</b>	Significant and unacceptable impact on FSS/business operations that will require material change to critical approach, procedure or process. Challenging resource implications.
<b>Medium</b>	Moderate impact on FSS/business operations that will require multiple changes in approach, procedure or process. Acceptable level of resource consequences
<b>Low</b>	Minor impact on FSS/business operations, will require little overall change in approach. Few resource consequences.

## STATUS KEY: Actions

<b>Completed</b>	
<b>On target</b>	On target for completion
<b>Ongoing</b>	Delayed/delay anticipated but no negative impact on successful issue resolution
<b>Ongoing</b>	Delayed/delay anticipated with negative impact on successful issue resolution

## STATUS KEY: Priority

<b>Very High</b>
<b>High</b>
<b>Medium</b>
<b>Low</b>
<b>Very Low</b>

# Strategic Issue Trends

## QUARTERLY ISSUE TRENDS

	2024-2025								2025-2026							
	Q1		Q2		Q3		Q4		Q1		Q2		Q3		Q4	
	Priority	Severity	Priority	Severity	Priority	Severity	Priority	Severity	Priority	Severity	Priority	Severity	Priority	Severity	Priority	Severity
1. FSS Budget Allocation	Very High ↔	Very High ↔	Very High ↔	Very High ↔	Very High ↔	Very High ↔	Very High ↔	Very High ↔	Very High ↔	Very High ↔	Very High ↔	Very High ↔	Very High ↔	Very High ↔	Very High ↔	Very High ↔
2. LA Food Law Delivery Model	Very High ↔	Very High ↔	Very High ↔	Very High ↔	Very High ↔	Very High ↔	Very High ↔	Very High ↔	Very High ↔	Very High ↔	Very High ↔	Very High ↔	Very High ↔	Very High ↔	Very High ↔	Very High ↔
3 External Policy Pressures	High ↔	High ↔	High ↔	High ↔	Very High ↑	Very High ↑	Very High ↔	Very High ↔	Very High ↔	Very High ↔	Very High ↔	Very High ↔	Very High ↔	Very High ↔	Very High ↔	Very High ↔
4. Cyber Security Breach											High New	High New	High ↔	High ↔	High ↔	High ↔



## Strategic Issue No 1:

### **FSS BUDGET ALLOCATION**

FSS budget allocation is no longer adequate to meet all its outcomes as detailed in the 5 year strategy.

# FSS Budget Allocation

Issue No: 1	Executive Lead: G McEwan	Version: 2.0	Date issue raised: 24 August 22, by Geoff Ogle (FSS CEO) Date issue reviewed: Apr-26    Current status: ongoing
Issue Title	Issue Description		
<b>FSS BUDGET ALLOCATION</b> FSS budget allocation is no longer adequate to meet all its outcomes as detailed in the 5-year strategy.	<b>Escalation history:</b> FSS has been heavily impacted by leaving the EU and actual experience post-exit is bringing significant financial and staffing pressures on pre-existing and ongoing operational delivery. Resourcing gaps are affecting the organisation's ability to fully deliver core tasks across FSS despite previous reprioritisation exercises. For financial year 2025/26 FSS identified in its recently published financial management plan an emerging budget gap of £2.5m. This was communicated to Scottish Government and agreement was reached to fund the identified £2.5m gap. These monies were moved to FSS at SBR..		
Strategic Objective(s)	Strategic Goals		
<b>Insufficient revenue budget impacts upon FSS's ability to delivery on all Strategic Objectives.</b>	<ol style="list-style-type: none"> <li>1. A food safety and standards assurance system that commands international respect and consumer confidence, supporting the Scottish economy beyond EU Exit.</li> <li>2. A regulatory system that engages with businesses to educate and enable compliance, rewards best practice, and applies appropriate sanctions when laws are broken.</li> <li>3. A research and data science capability which enables us to detect risks, monitor public health trends and consumer behaviours, and translate evidence into action.</li> <li>4. A food environment which empowers consumers to make safe, healthy, and sustainable choices.</li> </ol> <p style="text-align: center;">OFFICIAL SENSITIVE</p>		

# FSS Budget Allocation

ISSUE 1		Priority	Very High	Severity	Very High		
CONTROLS IN PLACE							
Quarter 4							
Goal	Actions	% Complete	Status	Original Completion Date	Revised Completion Date	Action Owner	
ALL	Scottish Government have published the new Public Service Reform Strategy which sets out the vision for all public services to go further and faster to deliver the services that people across Scotland need and deserve, and to improve lives. FSS are in the process of developing their annual delivery plan 2026-27 which will detail the work to support the first year of our new FSS Strategy 2026 – 31. Actions within the delivery plans will be linked under the appropriate PSR workstream. Once complete this will be worked into a high-level action plan.	65		2033	Jun-26	G McEwan	
	Strategy now approved by Board and will go-live 1/4/26. Work is ongoing to prepare a finance and people plan to support delivery of the strategy.	35		Oct-26	Dec-26	G McEwan	
	For FY 26-27 FSS has received a resource budget allocation of £23.7m which is estimated to be £2m short of budget need. The Strategy Forum have agreed the divisional budget allocations for the 2026/27 financial year which will be monitored monthly as per agreed governance arrangements. It has been agreed that FSS will commence the financial year with the £700k overspend position.	50		Apr-26	Mar-27	G McEwan	



## Strategic Issue No 2:

### **LOCAL AUTHORITY FOOD LAW DELIVERY MODEL**

Increasing pressures, including on finance and resource, for Local Authorities and FSS, has resulted in a delivery model which lacks the capacity, capability and competency needed to meet current and future challenges

## Local Authority Food Law Delivery Model

<b>Issue No: 2</b>	<b>Executive Lead: I McWatt / B Campbell</b>	<b>Version: 2.0</b>	<b>Date Issue raised: Oct-22</b> <b>Date issue reviewed: Apr-26 Current status: ongoing</b>
<b>Issue Title</b>		<b>Issue Description</b>	
<p><b>Local Authority Food Law Delivery Model</b></p> <p>Increasing pressures, including on finance and resource, for Local Authorities and FSS has resulted in a delivery model which lacks the capacity, capability and competency needed to meet future challenges.</p>		<p><b>Escalation history:</b></p> <p>The Public Sector collectively has failed to invest in the training and supply of professional resource, mainly due to funding cuts, therefore Local Authorities are unable to deliver food law requirements as prescribed in the Food Law Code of practice. The demand for professionally qualified staff within Local Authority Environmental Health and Public Analyst Services, therefore, far outstrips supply risking the ability to meet statutory food law intervention requirements.</p> <p><b>The recommendation of the Strategic Risk Management forum is that risk 6 has effectively materialised and should be managed as an ongoing issue.</b></p>	
<b>Strategic Objective(s)</b>		<b>Strategic Goals</b>	
<p><b>Food is Safe and Authentic</b></p> <p><b>Responsible Food Businesses are Enabled to Thrive</b></p> <p><b>Consumers are empowered to make positive choices about food</b></p> <p><b>FSS is Trusted and Influential</b></p>		<p>1. A food safety and standards assurance system that commands international respect and consumer confidence, supporting the Scottish economy beyond EU Exit.</p> <p>2. 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>5. 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>	

# Local Authority Food Law Delivery Model Proposed

ISSUE 2		Priority	Very High	Severity	Very High		
CONTROLS IN PLACE							
Quarter 4							
Goal	Actions	% Complete	Status	Original Completion Date	Revised Completion Date	Action Owner	
1,3,5	<p>The continued deterioration of LA capacity and capability in delivering food law interventions has resulted in a programme of reform (known as SAFER) to review the existing delivery model for food law, including the scope for charging, third party assurance and use of digital and data. Funding for 2025/26 has been provided through the SG Invest to Save Fund (ISF) and success of the programme is incumbent on the future funding for 2026/27, 2027/28 and 2028/29.</p> <p>While the Local Authority Delivery Division advanced several projects in 2025/26, a prioritisation exercise to support FSS Strategic Priorities within SAFER and SPS resulted in much of this work being placed on hold. The team is now reassessing and redefining priorities, with a view to resuming elements of this work through 2026/2027.</p> <p>Projects for 2026/2027 include:</p> <ul style="list-style-type: none"> <li>• Review of the Food Law Code of Practice</li> <li>• Approved Establishments Project to address issues raised during audit and to improve consistency.</li> <li>• Redefine Local Authority Engagement</li> </ul>	10		2025/26	2028/29	B Campbell M McArthur from Feb-26	

# Local Authority Food Law Delivery Model

<b>ISSUE 2</b>		Priority	<b>Very High</b>	Severity	<b>Very High</b>		
CONTROLS IN PLACE							
Quarter 4							
Goal	Actions	% Complete	Status	Original Completion Date	Revised Completion Date	Action Owner	
1,3,5	<p>SAFER</p> <ul style="list-style-type: none"> <li>Inaugural programme board took place on 7th Oct 2025 with Governance arrangements, vision statement, objectives, ToR, organisational structure and hierarchy agreed.</li> <li>Development of the programme's critical path, work stream and project priorities.</li> <li>Initiation of recruitment and transfer of key personnel from LADD to the SAFER programme.</li> <li>Development of a strategic communications and stakeholder engagement plan.</li> <li>Completion of the joint FSS and SG Digital CivTech proof-of-concept phase, developing a prototype to support proposals for a food business registration and charging system. The Programme Board will now consider advancing to phase 2, focusing on data and delivery options, using a co-design approach with industry and stakeholders.</li> <li>Establishment of key stakeholder codesign approaches, including initial engagement with Scotland Food and Drink on the establishment of an industry engagement subgroup that will focus on the codesign aspects of the programme.</li> <li>Development of a Voluntary Third-Party Assurance project plan, including a proof-of-concept phase focused on governance, frameworks, and standards. This will be followed by a small, targeted pilot phase to test and refine the approach.</li> <li>The next SAFER PB is taking place on 12 February 2026 with the theme of Planning, Research, Evidence and Analysis.</li> <li>Substantive papers on Programme Plan, Research and Evidence Strategy, VT3PA, and information on upcoming Technical Advisory Groups (TAGS).</li> <li>Recruitment is proceeding at pace with the remaining C1s in the process of being appointed and the recruitment process started for the B3 and B2 level posts within the delivery teams.</li> <li>Further engagement has also taken place with the food business, LA representatives and other key stakeholders on the TAGs</li> </ul>	15		2025/26	2028/29	B Campbell	

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## Strategic Issue No 3:

**EXTERNAL POLICY PRESSURES**

# External Policy Pressures

<b>Issue No: 3</b>	<b>Executive Lead: Garry Mournian</b>	<b>Version: 1.0</b>	<b>Date issue raised: 12 February 2024</b> <b>Date issue reviewed: Apr-26</b> <b>Current status: Ongoing</b>
<b>Issue Title</b>  <b>EXTERNAL POLICY PRESSURES</b>		<b>Issue Description</b>  <p>The legacy of the UK Government’s post-EU Exit deregulatory statute book will continue to impact FSS. The policy and regulatory environment is now significantly more complex due to the interaction of the UK Internal Market Act, UK Common Frameworks, and the Retained EU Law Act. The UK and EU have also committed to working towards a new Sanitary and Phytosanitary (SPS) Agreement based on dynamic alignment with EU rules, which is expected to have a significant impact on existing GB - wide food safety systems and regulatory processes. FSS’s ability to remain fully engaged across UKG led policy initiatives within existing resource constraints will remain challenging, with consequent risks around GB/UK divergence, impact on delivery of core statutory obligations, and staff wellbeing, particularly as work on a new UK-EU SPS Agreement increases.</p> <p><b>Escalation history:</b> The recommendation of the Strategic Risk Management Forum is that risk 8 should be managed as an ongoing issue.</p>	
<b>Strategic Outcome(s)</b>  <b>Food is Safe and Authentic</b> <b>Responsible Food Businesses are Enabled to Thrive</b> <b>Consumers are empowered to make positive choices about food</b> <b>FSS is Trusted and Influential</b>		<b>Strategic Goals</b>  <ol style="list-style-type: none"> <li>1. A food safety and standards assurance system that commands international respect and consumer confidence, supporting the Scottish economy beyond EU Exit.</li> <li>2. A regulatory system that engages with businesses to educate and enable compliance, rewards best practice, and applies appropriate sanctions when laws are broken.</li> <li>4. A food environment which empowers consumers to make safe, healthy, and sustainable choices.</li> <li>5. 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.</li> <li>6. Engage with all parts of society in Scotland; understanding the issues that matter to consumers and providing information that is tailored to their needs.</li> </ol> <p style="text-align: center;">OFFICIAL SENSITIVE</p>	

# External Policy Pressures

ISSUE 1	Priority	Very High	Severity	Very High
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CONTROLS IN PLACE

Quarter 4

Goal	Actions	% Complete	Status	Original Completion Date	Revised Completion Date	Action Owner
ALL	Continue to make the case to Scottish Ministers that delivery of FSS’s post-EU Exit policy and statutory responsibilities and ability to influence cross-UK policy making for the benefit of Scottish consumers and food businesses will be constrained within the current budget settlement. The resource challenges will be further exacerbated due to the need to prioritise significant SPS related activity. Additional budget sought in 26/27 settlement but not given. <b>[redacted]</b>	60		Ongoing		G Ogle
	Ensure appropriate FSS input to UK-EU SPS negotiations, though engagement and coordination with SG, Defra, FSA and DHSC, which is ongoing. <b>[redacted]</b>	25		TBC	TBC	G Mournian
	Continue to remind policy leads in FSA, Defra, DHSC of UK common framework obligations as part of the policy development process. Continue to remind policy leads in FSA, Defra, DHSC of UK common framework obligations as part of the policy development process. <b>[redacted]</b>	70		Ongoing	ON HOLD	G Mournian

# External Policy Pressures

<b>ISSUE 1</b>		Priority	<b>Very High</b>	Severity	<b>Very High</b>		
CONTROLS IN PLACE							
Quarter 4							
Goal	Actions	% Complete	Status	Original Completion Date	Revised Completion Date	Action Owner	
<b>ALL</b>	Prioritise collaborative working with Defra and SG on any proposed food labelling changes, including participation in a Defra led GB-wide consultation on animal welfare and country of origin labelling. The consultation has now closed and no proactive work is required. Labelling is also within scope of an SPS agreement and therefore it's unlikely and changes will be forthcoming during the negotiation phase (and beyond).	80		Ongoing	ON HOLD	G Mournian	
	A joint policy meeting with FSA every 6 months is being established. This will be a forward look across our priorities. Due to take place in early Spring 2026 – subject to SPS priorities.	N/A		Ongoing	Mar-26	G Mournian	



## Strategic Issue No: 4

### **CYBER SECURITY BREACH**

The focus on transformation in FSS corporate, data and digital strategies, positions FSS as a data driven and digitally enabled regulator but also increases the organisation's exposure to cyber threats. As such, we must ensure that we have appropriate cyber security protocols to provide us with greater confidence in navigating the potential cyber threats that we may face in the future.

# Cyber Security Breach

<b>Issue No: 4</b>	<b>Executive Lead: Ronnie Simpson / Tigan Daspan</b>	<b>Version: 1</b>	<b>Date issue raised: Aug-25</b> <b>Date issue reviewed: Apr-26</b> <b>Current status: Ongoing</b>
<b>Issue Title</b>		<b>Issue Description</b>	
<p><b>Cyber Security Breach</b></p> <p>The focus on transformation in FSS corporate, data and digital strategies, positions FSS as a data driven and digitally enabled regulator but also increases the organisation’s exposure to cyber threats. As such, we must ensure that we have appropriate cyber security protocols to provide us with greater confidence in navigating the potential cyber threats that we may face in the future.</p>		<p><b>Escalation history:</b></p> <p>In September 2024 ARC discussed the risks presented by a Cyber-attack across FSS, at which time they felt the risk was being properly managed and mitigated by FSS. As such the risk remained stable within the EMT level 2 risk register. It was agreed at SRMF on 13 August 2025 to re-table the Cyber Security risk to ARC where it was agreed as a strategic issue.</p>	
<b>Strategic Outcome(s)</b>		<b>Strategic Goals</b>	
<p>Cyber security impacts upon FSS’s ability to deliver on all five strategic outcomes</p>		<ol style="list-style-type: none"> <li>1. A food safety and standards assurance system that commands international respect and consumer confidence, supporting the Scottish economy beyond EU Exit.</li> <li>2. A regulatory system that engages with businesses to educate and enable compliance, rewards best practice, and applies appropriate sanctions when laws are broken.</li> <li>3. A research and data science capability which enables us to detect risks, monitor public health trends and consumer behaviours, and translate evidence into action.</li> <li>4. A food environment which empowers consumers to make safe, healthy, and sustainable choices.</li> <li>5. 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.</li> <li>6. Engage with all parts of society in Scotland; understanding the issues that matter to consumers and providing information that is tailored to their needs.</li> </ol>	

# Cyber Security Breach

ISSUE 4		Priority	High	Severity	High		
CONTROLS IN PLACE							
Quarter 4							
Goal	Actions	% Complete	Status	Original Completion Date	Revised Completion Date	Action Owner	
All	<b>Employee cybersecurity training and awareness raising</b> <ul style="list-style-type: none"> <li>Collaborate with FSS IG team to ensure the completion of annual SG data protection eLearning training by all FSS staff</li> <li>Monitor the completion of UK National Cyber Security Centre’s (NCSC) “stay safe online top tips” eLearning in 2025/26.</li> <li>Regularly communicate cybersecurity awareness campaign and update through CEO’s weekly update</li> </ul>	100		Apr-26		T Daspan	
	<b>Enhance FSS cybersecurity posture</b> <ul style="list-style-type: none"> <li>Working with HEFESTIS to implement a comprehensive and structured cyber risk management program that implements the Office of the Chief Information Security Officer (CISO) -share program at FSS. The program will review and assess FSS cyber maturity and risk posture for 12 months – August 2025 to March 2027.</li> <li>Monitor and report on number of email phishing attempts and provide appropriate training and staff awareness</li> <li>FSS annual Cyber Essentials reaccreditation by March 2026 - spill into April 2026</li> <li>Registered interest to pilot and subsequently use the new Scottish Government cyber security procurement tool – ‘Supply 25’ for supplier assurance evaluation and management. Not yet onboarded.</li> </ul>	45		Dec -26	Mar-27	T Daspan	
	<b>Protect sensitive data</b> <ul style="list-style-type: none"> <li>Monitor and report on FSS applications to ensure FSS systems and data are protected</li> <li>Work with SG ITECS to ensure that all FSS digital assets have updated antivirus software and receive regular security patches</li> <li>Collaborate with system owners to map out and conduct entitlement review of FSS applications</li> <li>Develop a data warehouse on FSS Azure cloud environment to host FSS key databases for enhanced data analysis/reporting dashboards</li> <li>Monitor and manage 3<sup>rd</sup> party penetration testing of key FSS bespoke systems.</li> </ul>	60		Dec-26		T Daspan A Robins	
	<b>Strengthen incident response and recovery capabilities</b> <ul style="list-style-type: none"> <li>Review and enhance FSS incident response plan</li> <li>Participate in Scottish Cyber Coordination Centre (SC3) events and training programme to implement lessons learned in FSS and improve FSS Cybersecurity posture</li> <li>Implement lessons learned from FSS 2025 tabletop cybersecurity exercise.</li> </ul>	70		Apr-26	Sept-26	T Daspan C Ikejiofor	



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## **New proposed &/or revised Strategic Issues 2026/27**

**[presented in the new issue template format which  
now includes alignment to the 3 FSS Priorities]**





## Revised Strategic Issues

- FSS Budget Allocation
- Local Authority Food Law Delivery Model

## New Proposed Strategic Issues

- Public Service Reform (moving from a Strategic Risk to Strategic Issue)
  - Shellfish & Wine Official Controls
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**Strategic Issue No 1: [REVISED to include resourcing challenges across FSS as well as the inability to continually improve and invest in science and evidence programme spend]**

**FSS BUDGET ALLOCATION**

FSS Revenue budget allocation is no longer adequate to meet all its regulatory and statutory functions and responsibilities as set out within the Act and OCR

# FSS Budget Allocation

<b>Issue No: 1</b>	<b>Executive Lead: G McEwan</b>	<b>Version: 3.0</b>	<b>Date issue raised: Aug-22</b>	<b>Date issue last reviewed: Apr-26</b>
<b>Issue Title</b>		<b>Issue Description</b>		
<b>FSS BUDGET ALLOCATION</b> FSS Revenue budget allocation is no longer adequate to meet all its regulatory and statutory functions and responsibilities as set out within the Act and OCR		<b>Escalation history:</b> FSS was heavily impacted when the UK left the EU and actual experience post-exit brought significant financial and staffing pressures on pre-existing and ongoing operational delivery. Resourcing gaps are affecting the organisation's ability to fully deliver core statutory functions across FSS despite previous reprioritisation exercises and service improvements. For financial year 2026/27 FSS has commenced the year with a notably financial deficit which will require further reduction in service and a SG financial uplift at ABR to address the resourcing gaps. Analysis for the years ahead with SPS obligations, as well as increase in official control delivery, show the budget deficit will grow exponentially in the years ahead.		
<b>FSS Strategic Priority (s) (please select the most appropriate priority/s this issue aligns too)</b>				
Public health and consumer protection				Y
Evolving and reforming the regulatory landscape				Y
Providing an effective public service for the people of Scotland				Y

<b>Priority</b>	<b>VERY HIGH</b>	<b>Severity</b>	<b>VERY HIGH</b>
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## **Strategic Issue No 2: Local Authority Food Law Delivery Model**

Increasing pressures, including on finance and resource, for Local Authorities, has resulted in in some LAs being unable to deliver all food law activities required under Food Law.

# Local Authority Food Law Delivery Model

Issue No: 2	Executive Lead: B Campbell, M McArthur	Version: 2.0	Date issue raised: Oct-22	Date issue last reviewed: May-26
<b>Issue Title</b>		<b>Issue Description</b>		
<b>Local Authority Food Law Delivery Model</b>		<p><b>Full issue description (including escalation history if relevant)</b>            Increasing pressures, including on finance and resource, for Local Authorities, has resulted in some LAs being unable to deliver all activities required under Food Law. In addition, the current framework is outdated and requires modernisation to ensure the continued protection of public health and the food and drink sector of Scotland can be provided the necessary levels of assurance for trade.</p> <p><b>Escalation history:</b>            The Public Sector collectively has failed to invest in the training and supply of professional resource, mainly due to funding cuts, therefore Local Authorities are unable to deliver food law requirements as set out in the Food Law Code of practice. The demand for professionally qualified staff within Local Authority Environmental Health and Public Analyst Services, therefore, far outstrips supply risking the ability to meet statutory food law intervention requirements.</p> <p>The recommendation of the Strategic Risk Management forum is that risk 6 has effectively materialised and should be managed as an ongoing issue.</p>		
<b>FSS Strategic Priority (s) (please select the most appropriate priority/s this issue aligns too)</b>				
Public health and consumer protection				Y
Evolving and reforming the regulatory landscape				Y
Providing an effective public service for the people of Scotland				Y

<b>Priority</b>	<b>VERY HIGH</b>	<b>Severity</b>	<b>VERY HIGH</b>
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## **Strategic Issue: [risk materialisation]**

### **PUBLIC SERVICE REFORM**

A Public Service Reform (PSR) Strategy was published in 2025 and set out a vision for all public services to transform and make efficiencies and improvements to deliver the best services for the people of Scotland.

# Public Service Reform

Issue No: x	Executive Lead: G McEwan	Version: 1.0	Date issue raised: May-26	Date issue last reviewed: May-26
<b>Issue Title</b>		<b>Issue Description</b>		
<p><b>PUBLIC SERVICE REFORM</b> A Public Service Reform (PSR) Strategy was published in 2025 and set out a vision for all public services to transform and make efficiencies and improvements to deliver the best services for the people of Scotland.</p>		<p><b>Full issue description (including escalation history if relevant)</b>  <b>Event:</b> The medium to long term projections of demand and cost for all Scotland’s public services are extremely challenging. The Scottish Government has committed to a 10-year Public Service Reform Programme and strategy to:</p> <ul style="list-style-type: none"> <li>• <b>ensure public services remain fiscally sustainable</b>, by reducing the costs and reducing long-term demand through investment in prevention.</li> <li>• <b>improve outcomes</b>, which will improve lives and reduce demand.</li> <li>• <b>reduce inequalities of outcome</b> among communities in Scotland, recognising the need not just for improved outcomes, but a focus in policy and delivery on those most disadvantaged.</li> </ul> <p><b>Cause:</b> The medium to long term projections of demand and cost for all Scotland’s public services are extremely challenging with a projected £1 billion shortfall in funding of public services from 2025 and beyond.</p> <p><b>Effect:</b> The immediacy of this means we must continue to deliver efficiencies and make more effective use of resources to deliver services in a fashion that reduces demand , cost and improves outcomes for communities. This provides opportunities to collaborate better as well as share services between similar delivery bodies.</p>		
<b>FSS Strategic Priority (s) (please select the most appropriate priority/s this issue aligns too)</b>				
Public health and consumer protection				N
Evolving and reforming the regulatory landscape				N
Providing an effective public service for the people of Scotland				Y

<b>Priority</b>	<b>XXX</b>	<b>Severity</b>	<b>XXX</b>
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## **Strategic Issue [NEW proposed issue]:**

**Shellfish and wine Official Controls**

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# Shellfish and Wine Official Controls

Issue No: 5	Executive Lead: E McWatt	Version: 1.0	Date issue raised: Feb-26	Date issue last reviewed: Apr-26
<b>Issue Title</b>		<b>Issue Description</b>		
Shellfish and Wine Official Controls		<p><b>Issue description (including relevant escalation history):</b></p> <p>FSS is not fully meeting its statutory obligations in relation to shellfish sampling verification and wine inspections/ regulatory work. The shellfish-related constraints are linked to health &amp; safety limitations, and the wine ones are due to limited available resource.</p>		
<b>FSS Strategic Priority (s) (please select the most appropriate priority/s this issue aligns too)</b>				
Public health and consumer protection				Y
Evolving and reforming the regulatory landscape				N
Providing an effective public service for the people of Scotland				N

Priority	High	Severity	High
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