



For safe food and
healthy eating

Strategic Risk Register: Q4 2025/26



Background



The Strategic Risk Register is designed to reflect threats posed to the delivery of the Strategy (which the strategy itself identifies) and the most important risks to FSS are those which may affect the delivery of the strategic objectives and key goals. SLG are responsible for identifying the Strategic Risks linked to the risk areas identified within the strategy ([FSS Strategy 2021-2026](#)).

This approach aims to lay out a clear and direct line between the risks identified in the strategy and each of the goals and strategic objectives. There is a cross link with business planning and progress to help inform the management off the risks. In other words, the mitigations and management of the risks in the strategy is through successful delivery of the corporate plan.

The FSS Strategic Risk Register exists to ensure that:

- Strategic risks are identified and assessed.
- The effectiveness of existing controls is evaluated.
- Residual risk is assessed.
- Risk treatment options are considered.
- Actions are determined and prioritised and action plans are implemented.
- The Strategic Risk Register supports the FSS Strategic Plan.

The FSS Risk Management Policy and Framework has been agreed as of November 2025.

The Strategic Risk Register has been updated to include Integrated Assurance using the Three Lines of Defence Model. This helps to align and optimise FSS assurance with the management of risk and core business activities in line with the risk appetite and exists to support The ARC and The Board's risk oversight. This approach is designed to replace the previous separate Assurance Mapping Exercise carried out by Branch Heads twice yearly.

Risk Score Guidance Keys

Likelihood Criteria

5 - Very High	>75% chance of occurring - almost certain to occur.
4 - High	51-75% chance of occurring - more likely to occur than not.
3 - Medium	26 - 50% chance of occurring - fairly likely to occur.
2 - Low	6 - 25% chance of occurring - unlikely to occur.
1 - Rare	1 - 5% chance of occurring - extremely unlikely to occur.

Risk Proximity

Imminent	IMM	Immediate threat of risk within the next month
Close	CLS	Threat of risk within the next 3 months
Approaching	APP	Threat of risk within the next 6 months
Distant	DIS	Threat of risk within the next 12 months
Very Distant	VDI	Threat over 12 months away

Risk Impact Matrix Key

IMPACT	Multiplier	1	2	3	4	5
Very High	50					
High	25					
Medium	10					
Low	5					
	Multiplier	1	2	3	4	5
	LIKELIHOOD	Rare	Low	Medium	High	Very High

Mitigation Actions - Status

Completed	
On target	On target for completion
Ongoing	Delayed/delay anticipated but no negative impact on risk mitigation
Ongoing	Delayed/delay anticipated with negative impact on risk mitigation

Strategic Risk Scores & Trends

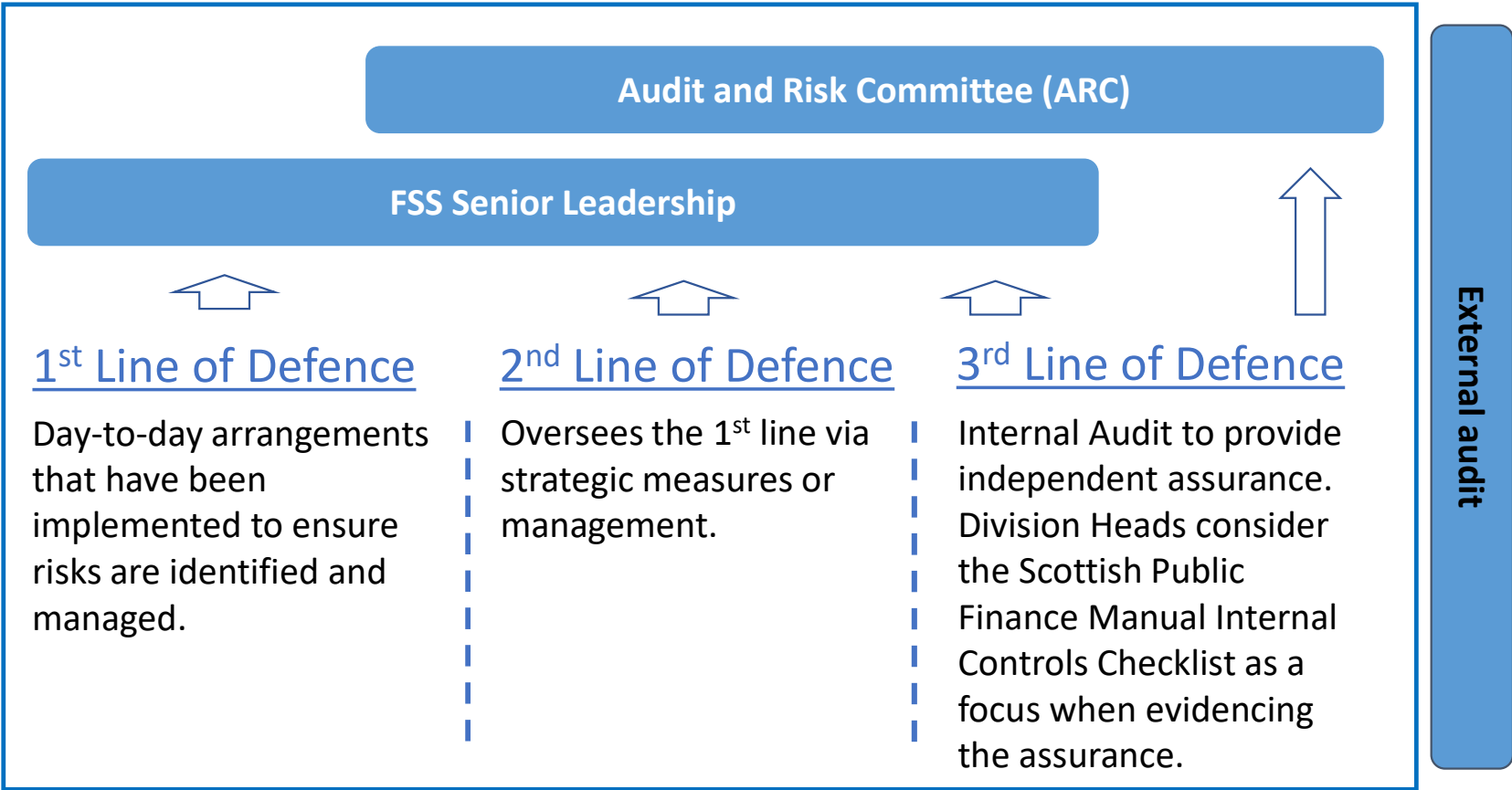
RISK MATRIX

QUARTERLY SCORE TRENDS

IMPACT	Multiplier	1	2	3	4	5	Total	Trend
Very High	50						0	
High	25			R11 R12	R13		3	↓
Medium	10		R7				1	
Low	5						0	
	Multiplier	1	2	3	4	5		
	Likelihood	Rare	Low	Medium	High	Very High		

	2024-25				2025-26			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
7. Changes to FSS Roles & Remit - Proposed closed	100 ↓	100 ↔	100 ↔	100 ↔	100 ↔	75 ↓	75 ↔	20 ↓
10. Official Controls Delivery	150 ↓	150 ↔	100 ↓	100 ↔	50 closed ↓			
11. Public Service Reform	100 ↔	100 ↔	100 ↔	100 ↔	75 ↓	75 ↔	75 ↔	75 ↔
12. Maintaining an effective food surveillance capability	75 ↔	75 ↔	75 ↔	75 ↔	75 ↔	75 ↔	75 ↔	75 ↔
13. Annual Report & Accounts							100 New	100 ↔

Integrated Assurance – the 3 lines of defence



Integrated Assurance – the 3 lines of defence

Risk	1 st Line	2 nd Line	3 rd Line	Gaps in Assurance*
7. Changes to FSS roles and remit	Early connections and relationship building to be undertaken with the Scottish Government team of Cabinet Secretaries, Ministers, Special Advisers in addition to OGDs such as FSA and UKG to define a strategic forward look and anticipate issues that affect our remit.	CEO weekly SG Directors call to collaborate and define ways forward.	SLT meetings with SG/FSA opposite numbers ensuring alignment.	
11. Public Service Reform	Head of CSD attends a monthly PSR Information Sharing Network where he is briefed on Scottish Government plans.	Regular briefing to Executive Management Team members - by Head of CSD on PSR development.	<ul style="list-style-type: none"> Regular briefing to Senior Leadership team on any strategic PSR developments CEO is currently the chair of the Delivery Bodies Group which as a consequence means he attends the PSR Governance Board 	Nothing at this juncture however this may change as PSR Programme matures
12. Maintaining an effective food surveillance capability	<ul style="list-style-type: none"> Dedicated team to deliver a horizon scanning and food surveillance programme, involving regular engagement with Public Analyst laboratories. Regular engagement with FSA, PHS and SG on strategies for strengthening food surveillance and safeguarding laboratory services and the role of food sampling in wider ambitions for One Health and biosurveillance capability. Promotion of food surveillance activities through regular reporting to enforcement community and published reports 	<ul style="list-style-type: none"> Prioritisation of food sampling projects in FSS's Food and Health Research Programme, and support by EMT and SLT for funding to deliver MVP – a national food surveillance programme comprising 12-15 priorities annually targeted through evidence generated through horizon scanning activities on potential risk. On-going review of PA services in Scotland and the production of situation reports on sampling trends, financial viability and staffing. Collaboration with SG, PHS and CoSLA on the identification of solutions for safeguarding the Public Analyst service in Scotland. 	<ul style="list-style-type: none"> Regular review by SLT and the board and escalation to ministers on the need to strengthen surveillance and laboratory provision for food and feed through correspondence from the FSS Chair. Internal audit to review FSS strategy for ensuring compliance with its obligations under Regulation 2017/625 regarding official laboratory provision and surveillance. 	<ul style="list-style-type: none"> FSS has no formal management role or financial authority for the delivery of PA services. There is no centralised ring-fenced budget for the delivery of food surveillance in Scotland, or for the maintenance of public sector capacity and capability for food and animal feed testing. The current synopsis of the SAFER programme makes reference to the role of food sampling and PA laboratories but a formal programme structure and budget allocation to fully address this risk has yet to be defined.
13. ARA	<ul style="list-style-type: none"> Spreadsheet has been created to track in detail the responses to Deloitte queries. Detail project plan created which will be used to monitor progress and key dates for the ARA. 	<ul style="list-style-type: none"> Weekly meetings with Deloitte and senior FSS management. 	<ul style="list-style-type: none"> FSS has been provided with the FREM Checklist. The ARA is reviewed by ARC at various stages prior to being laid in Parliament 	

* Areas identified as absent and/or requiring improvement which would support and/or alleviate identified risk.



Strategic Risk No 7:

Changes to FSS roles and remit

Change to FSS's Role & Remit

Risk No: 7	Executive Lead: IMcW / G Purdon	Version: 2.0	Date risk reviewed: Apr-26
Risk Title		Risk Description	
<p>CHANGES TO FSS ROLE AND REMIT</p> <p>Scottish Ministers drive changes in FSS Strategy and delivery responsibilities.</p>		<p>Cause: FSS is directed by Ministers to deliver on new responsibilities or that we have responsibilities relieved from us. Presently potential changes could be on the horizon with the recent change in UK Government and as Scottish Ministers understand the implications from this.</p> <p>Event: Changes to FSS strategy and work plan are needed based on Ministerial decision on our roles and responsibilities.</p> <p>Effect: There may be an expectation that more be delivered by FSS to support implementation, for example, of the Good Food Nation (GFN) ACT. Any further decisions from a new UK Government are yet unknown.</p>	
Strategic Objective(s)		Strategic Goals	
<p>Impacts upon FSS's ability to delivery on all Strategic Objectives</p>		<ol style="list-style-type: none"> 1. A food safety and standards assurance system that commands international respect and consumer confidence, supporting the Scottish economy beyond EU Exit. 2. A regulatory system that engages with businesses to educate and enable compliance, rewards best practice, and applies appropriate sanctions when laws are broken. 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. 4. A food environment which empowers consumers to make safe, healthy, and sustainable choices. 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. 	

Change to FSS's Role & Remit

Current Risk					Target Risk				
Likelihood	Impact	SCORE	(threat) Trend	Proximity	Likelihood	Impact	SCORE		
2	10	20	Decreasing	Approaching	4	10	40		
CONTROLS IN PLACE									
Quarter 4									
Goal	Mitigation Actions					% Complete	Status	Original Completion Date	Revised Completion Date
	<p>Good Food Nation: Maintain regular contact with SG GFN team, through both Public Health Nutrition (PHN) and UKIRT for wider FSS interests. In July 2024, the FSS Chair met with the Cab Sec (Ms Gougeon) to discuss in July where she provided reassurance regarding our respective roles and responsibilities in terms of FSS and the food commission (and mitigated against the risk to FSS). In August 2024, Dennis Overton was appointed as the first Chair of the Scottish Food Commission (SFC). In June 2025 Mary Brennan, Emilie Combet, and Graeme Jack were appointed as members of the SFC, with the CE recruitment also underway. Risk scoring remains at a likelihood to 2 with impact remaining unchanged at 50 whilst uncertainty remains around the role of new Food commission. The score will be revisited once the body has been launched and there is clarity around how the body will operate.</p> <p>Jayne Jones has been appointed as CEO, providing greater clarity on the organisation's structure and direction. An established working relationship with Jayne through the Good Food Nation Living Lab has reduced potential impact. A positive initial meeting with the FSS Chair, PHN and CEO was held in January 2026; regular follow up meetings agreed to ensure alignment and avoid duplication of effort. Update to end March 26: Risks relating to clarity of roles and responsibilities are being increasingly mitigated through agreement to explore an MOU between FSS and SFC, with potential consideration of an external-facing document to further support shared understanding.</p>					Ongoing		Dec-22	Ongoing



Strategic Risk No 11:

Public Service Reform

Public Service Reform

Risk No: 11	Executive Lead: G McEwan / N Greenland	Version: 1.0	Date risk reviewed: Apr-26
Risk Title		Risk Description	
<p>Scottish Government have published the new Public Service Reform Strategy which sets out the vision and opportunity for all public services to go further and faster to deliver the services that people across Scotland need and deserve, and to improve lives.</p>		<p>Event: 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"> • ensure public services remain fiscally sustainable, by reducing the costs and reducing long-term demand through investment in prevention. • improve outcomes, which will improve lives and reduce demand. • reduce inequalities of outcome among communities in Scotland, recognising the need not just for improved outcomes, but a focus in policy and delivery on those most disadvantaged. <p>Cause: 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>Effect: 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>	
Strategic Outcome(s)		Strategic Goals	
<p>Impacts upon FSS’s ability to delivery on all Strategic Objectives</p>		<ol style="list-style-type: none"> 1. A food safety and standards assurance system that commands international respect and consumer confidence, supporting the Scottish economy beyond EU Exit. 2. A regulatory system that engages with businesses to educate and enable compliance, rewards best practice, and applies appropriate sanctions when laws are broken. 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. 4. A food environment which empowers consumers to make safe, healthy, and sustainable choices. 5. Engage with all parts of society in Scotland; understanding the issues that matter to consumers and providing information that is tailored to their needs 	

Public Service Reform

Current Risk					Target Risk				
Likelihood	Impact	SCORE	(threat) Trend	Proximity	Likelihood	Impact	SCORE		
3	25	75	Static	Approaching	3	10	30		
CONTROLS IN PLACE									
Quarter 4									
Goal	Mitigation Actions					% Complete	Status	Original Completion Date	Revised Completion Date
	The SAFER programme of work aligns closely to PSR principles and is covered in detail elsewhere with the first Programme Board having conveyed in October 2025. Invest to save monies have been secured for this financial year with a programme manager now in place (in part).					30		Apr-28	
	A key driver of PSR is improved data sharing and enhanced digitally enabled services across the Public Sector. FSS has strengthened its digital capability over the last 18 months with a view to making further investment where possible in the financial years 25-27. Recruitment for new Head of Data and Digital post is complete with new C2 to start on 20/04/26, the Data Governance Manager is also now in post. Both roles are seen as fundamental to progress our ambitions in this area which are as likely to result in a bespoke Data and Digital division for FSS.					95		Apr-26	
	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		Apr-26	Jun-26



Strategic Risk No 12:

Maintaining an effective food surveillance capability

Maintaining an effective food surveillance capability

Risk No: 12	Executive Lead: Jacqui McElhiney	Version: 1.0	Date risk reviewed: Apr-26
<p>Risk Title</p> <p>Failure to deliver a robust food surveillance strategy</p> <p>Increasing pressures on FSS budget allocation and lack of Local Authority investment results in compromised surveillance capability and laboratory service which is unable to keep pace with emerging risks to Scotland’s food chain.</p>		<p>Risk Description</p> <p>Event: FSS is unable to deliver a food surveillance sampling strategy for Scotland as defined by our organisational strategy (see page 15: We will continue to develop our horizon scanning and surveillance capabilities to ensure we are able to predict and identify risks, including those emerging from changes to global food trade and the regulations that are in place to protect our supply chains).</p> <p>Cause: <u>There are three causative factors for this risk:</u></p> <ul style="list-style-type: none"> • Sampling activities at local and regional levels have failed to recover to pre-pandemic levels due to issues with the current Local Authority delivery model • Lack of investment in Public Analyst laboratories has compromised the scientific services needed to support a robust national surveillance regime • On-going resource pressures and competing demands across FSS have limited the budget for research and surveillance, preventing implementation of the sustainable food sampling surveillance strategy agreed by the FSS Board in March 2022 <p>Effects:</p> <ul style="list-style-type: none"> • Inadequate food sampling will result in gaps in the evidence base needed to ensure Scotland’s interests are covered in UK risk analysis and provide assurance for consumers and trading partners. • Failure to maintain a robust baseline level of sampling presents a significant risk to the sustainability of scientific (Public Analyst) services in Scotland with concomitant impacts on FSS’s statutory responsibilities for delivering animal feed controls and our ability to design an evidence led approach to the future delivery of official controls. 	
<p>Strategic Outcome(s)</p> <p>Impacts upon FSS’s ability to delivery on all Strategic Objectives:</p> <ul style="list-style-type: none"> • Food is Safe and Authentic – to provide assurance to consumers by monitoring known issues in the food chain and identifying the impact of emerging risks picked up through horizon scanning • Consumers Have Healthier Diets – to assess the accuracy of nutritional and calorie labelling in foods on sale in Scotland • Responsible Food Businesses are enabled to thrive – to generate evidence that supports the targeting of enforcement measures and helps Scottish food producers to verify safety and standards for export. • Consumers are empowered to make positive choices about food – to generate publishable evidence on food safety, standards and labelling which supports consumer choice • FSS is trusted and influential – to generate the primary evidence base on food safety and standards in Scotland 		<p>Strategic Goals</p> <p>Food surveillance capability is intrinsic to Goal 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.</p> <p><u>However, the evidence base generated by surveillance is used to underpin the remaining 5 Goals:</u></p> <ol style="list-style-type: none"> 1. A food safety and standards assurance system that commands international respect and consumer confidence, supporting the Scottish economy beyond EU Exit. By providing data to support risk analysis 2. A regulatory system that engages with businesses to educate and enable compliance, rewards best practice, and applies appropriate sanctions when laws are broken. By providing data to support the targeting of enforcement to areas of risk 4. A food environment which empowers consumers to make safe, healthy, and sustainable choices. By providing data that informs our understanding of the accuracy of food labelling 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. By providing data that can be shared with partners in government, academia and the food industry 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. By providing data that can be used to engage with consumers and help us to understand their concerns. 	

Maintaining an effective food surveillance capability

Current Risk					Target Risk				
Likelihood	Impact	SCORE	(threat) Trend	Proximity	Likelihood	Impact	SCORE		
3	25	75	Static	Distant	1	25	25		
CONTROLS IN PLACE									
Quarter 4									
Goal	Mitigation Actions					% Complete	Status	Original Completion Date	Revised Completion Date
3	Ring-fence an allocation from FSS's food and health research programme to support a national targeted sampling programme into FY 2024/25 and beyond (this will be subject to on-going review)					75		Mar-24	Mar-27
3	Augment FSS's targeted food surveillance programme through the implementation of a shopping basket sampling approach aimed at strengthening our evidence base and levels of assurance on the safety and standards of foods commonly purchased by consumers in Scotland					50		Oct-25	Mar-27
3, 5	Continue to strengthen FSS's horizon scanning programme through in-house analysis and collaboration with Local Authorities, FSA, international food bodies and industry which promotes the sharing of data and insights to support our evidence base on potential risks to Scotland's food chain from imported foods					80		Mar-24	Mar-27
1, 3	Work with FSA, PHS, SG and Local Authority partners to explore options for maintaining future access to scientific services for food and feed safety and standards, through the provision of support for Public Analyst laboratories and new routes for accessing the analytical expertise required to deliver food surveillance and official control verification					70		Mar-24	Mar-27
1, 2, 3, 4, 5	Ensure actions are taken within the SAFER programme to safeguard scientific services for food and feed, either through the existing LA operated structure or a new model					10		2025/26	2027/28



Strategic Risk 13:

Annual Report and Accounts

Annual Report and Accounts

Risk No: 13	Executive Lead: G McEwan	Version: 1	Date risk reviewed: Apr-26
Risk Title		Risk Description	
<p>Annual Report and Accounts: There is a risk that external, and / or internal, factors cause disruption to the Annual Report and Accounts (ARA) timeline leading to FSS being in breach of its statutory duty to publish its ARA as soon as practicable after the financial year.</p>		<p>Event: FSS does not prepare and publish its Annual Report and Accounts as soon as practicable after the financial year. Cause: External and/or internal factors disrupt the internal milestones within the Annual Report and Accounts process. Effect: Breach of FSS's statutory duty leading to increased Parliamentary and Ministerial scrutiny and damage to FSS's reputation.</p>	
Strategic Outcome(s)		Strategic Goals	
<p>Impacts upon FSS's ability to delivery on all Strategic Objectives</p>		<ol style="list-style-type: none"> 1. A food safety and standards assurance system that commands international respect and consumer confidence, supporting the Scottish economy beyond EU Exit. 2. A regulatory system that engages with businesses to educate and enable compliance, rewards best practice, and applies appropriate sanctions when laws are broken. 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. 4. A food environment which empowers consumers to make safe, healthy, and sustainable choices. 5. Engage with all parts of society in Scotland; understanding the issues that matter to consumers and providing information that is tailored to their needs 	

Annual Report and Accounts

Current Risk					Target Risk				
Likelihood	Impact	SCORE	(threat) Trend	Proximity	Likelihood	Impact	SCORE		
4	25	100	Static	Close	2	25	50		
CONTROLS IN PLACE									
Quarter 4									
Goal	Mitigation Actions					% Complete	Status	Original Completion Date	Revised Completion Date
ALL	A lessons learned exercise is currently underway with key members of staff to review last year's experiences, failures and ways to improve the process for the 2025/26 report					100		Feb-26	
	Fortnightly meetings to be undertaken between the Head of Corporate Support, Head of Corporate Services, FSS finance and External Auditors to ensure full oversight of the process and tackle any issues as soon as they are encountered.					50		Dec-26	
	The production, and ultimately the laying of the ARA 2025/26, to follow a comprehensive timeline, that has been developed which will support the development of the report by providing a visual roadmap that highlights each task and milestone required for successful progression.					50		Dec-26	
	Agreements are in place to approach this year's report using the appropriate systems in place to avoid loss of work and / or duplication.					50		Dec-26	



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New proposed &/or revised Strategic Risks 2026/27

**[presented in the new risk template format which
now includes alignment to the 3 FSS Priorities and
new risk appetite statement]**





Revised Strategic Risks:

- Maintaining an effective food surveillance capability – revised to tie in with SPS and SAFER developments, and the on-going review of public analyst services

Proposed New Strategic Risks:

- Change Management
 - The Impact of the UK-EU SPS Agreement on FSS
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Category	Risk Appetite high level statement	Risk appetite Level	Risk appetite score / threshold
Impacts on Public Health	As the body responsible for food safety, we are committed to protecting public health and maintaining consumer confidence. Our remit covers all aspects of the food chain which can impact on public health. Our public health appetite is very low , and we are averse to taking risk that impacts on our ability to protect the interests of consumers in relation to food and risks that could negatively impact public health.	Very low	5 - 10
Legal or Regulatory impacts	As a public sector food body for Scotland, we will always comply with legislation and our statutory obligations. Legal risk appetite is very low , and we are averse to taking risk that impacts on our ability to be compliant in the delivery of our statutory duties.	Very low	5 - 10
Impacts on our People	We will take a low tolerance to adverse impacts on the wellbeing of our staff.	Low	20-30
Impacts on our Finances	We recognise public finances will continue to remain under increasing pressure. We will therefore ensure that we are proactive and proficient in the decisions we take on the use and deployment of our resources to maximise business benefits, ensuring financial resilience. FSS aims to maintain a balanced budget at the end of each financial year, meet its statutory obligations and avoid instances of fraud. Our financial risk appetite is very low , and we are averse to taking risks that negatively impacts on the management of our finances.	Risk to the management of our finances – Very low	5 – 10
	We shall also pursue opportunities to diversify our funding, identify areas for income generation and take a lead role in the development of shared services and/or partnership working to minimise our overall costs and maximise returns on our investments. To improve sustainability of our resources our risk appetite is low when it will secure longer-term business benefits.	When longer term business benefits can be sought – Low	20-30
Impacts on our cyber & data security	There will be occasions where a more risk averse approach may need to be taken in response to specific threats. Due consideration should be given to risks related to information classed as OFFICIAL-SENSITIVE, when dealing with personal, HR, legal or security information, where a very low approach may be more appropriate.	OFFICIAL-SENSITIVE information – Very low	5 - 10
	Our risk appetite for risks which may give risk to the unauthorised access or release of OFFICIAL information is low . This includes routine business operations and services, some of which could have damaging consequences if lost, stolen or published in the media.	Unauthorised access / release of OFFICIAL information – Low	20-30
Impacts on our Reputation	Our key priorities are public health and consumer protection and as an organisation it is crucial that we are trusted, viewed as being transparent and having integrity therefore our reputational risk appetite is very low . We are averse to organisational decision making where decisions attract risk to how we are perceived and decisions that could impact on our ability to influence effectively and protect consumers.	Risk to reputation – Very low	5 - 10
	Alongside the importance of taking account of all views interested parties in undertaking our duties, as an evidence-based organisation we must also be rigorous in ensuring decisions we make are transparent and based on robust evidence. As such, we have a medium risk appetite to reputational risk where consensus cannot be reached across all relevant parties to ensure there is no impact on our ability to influence effectively to protect consumers.	When consensus cannot be reached – Medium	40-75
Impacts on our Partnerships	We work collaboratively with stakeholders and speak out publicly about areas of consumer interest to encourage high food standards and healthy eating in Scotland therefore our partnership risk appetite is medium , and we are cautious to activities that risk our independence and risk the prioritisation of consumer interests.	Medium	40-75
Impacts on the delivery of our Strategy	We maintain a medium risk appetite in relation to the delivery of our strategic ambitions.	Risk to delivery of our strategic ambitions - Medium	40-75
	We have a high risk appetite where it enables innovation, improves efficiency, or enhances long-term outcomes for consumers and stakeholders.	Enables innovation, improves efficiency or enhances long term outcomes - High	100-125
Impacts on our Technology and Innovation abilities	We also have a high risk appetite when exploring new ways of working, encouraging our staff and stakeholders to identify and suggest alternative approaches, systems and methods that help our effectiveness through efficient practices and tools.	Exploration of new ways of working / Ensure we are not developing at an impactive pace – High	100-125
	However, we have a high risk appetite in relating to ensuring we do not develop at a pace that impacts on capacity and capability at an organisational and individual level. We also remain cautious in ensuring our exploitation of data, and use of technology, is not at the expense of data security or the use of sensitive/personal information. Our risk appetite for technology, data and innovation is very high , and we are eager for opportunities to use innovation and technology to deliver wider business benefits and to leverage innovation to enhance our regulatory frameworks, operational efficiencies and enhance our ability to monitor food safety, predict risks, and respond swiftly to emerging issues.	Opportunities to deliver wider business benefits - Very High	150-250



Strategic Risk No 12: [REVISED to tie in with SPS and SAFER developments, and the on-going review of public analyst services]

Maintaining an effective food surveillance capability

Maintaining an effective food surveillance capability

Risk No: 12	Executive Lead: J McElhiney	Version: 2.0	Date risk raised: Feb-24	Date risk last reviewed: Apr-26
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Risk Title	Risk Description
<p>Failure to deliver an effective food surveillance strategy</p> <p>Sustained financial pressures on FSS and local authorities, together with insufficient government investment in laboratory capacity and capability, limit our ability to commission the sampling and testing programmes that are required to provide assurance over Scotland's food chain and detect emerging risks.</p>	<p>Event: FSS is unable to sustain surveillance capabilities needed to underpin risk assessment and ensure delivery of our regulatory functions is based on robust evidence.</p> <p>Cause: There are three causative factors for this risk:</p> <ul style="list-style-type: none"> A food law delivery model which gives insufficient prominence to the role of food sampling; causing rates in Scotland to fall significantly below other countries. Lack of investment in Public Analyst laboratories has compromised the scientific services needed to deliver the testing requirements for official control delivery, incident response, and to support a robust national surveillance regime, On-going resource pressures and competing demands across FSS have limited the budget for research and surveillance, preventing implementation of the sustainable food sampling surveillance strategy agreed by the FSS Board in March 2022 <p>Effects:</p> <ul style="list-style-type: none"> Insufficient data and gaps in the evidence base needed to ensure the setting of legislative standards takes full account of Scottish interests in public health and food production and to provide the necessary level of assurance for consumers and trading partners (including our new relationship with the EU). Lack of capacity and capability in Scotland for the sampling, microbiological examination and analysis of food will significantly hamper our ability to monitor and verify the impacts of emerging risks identified through horizon scanning, including those resulting from trade agreements, shocks to global supply chains, and climate change. Failure to maintain a robust baseline level of sampling presents a significant risk to the sustainability of scientific (Public Analyst) services in Scotland with concomitant impacts on FSS's statutory responsibilities for delivering animal feed controls and our ability to design an evidence led approach to the future delivery of food law in Scotland. Loss of sampling and laboratory provision for food has an impact on wider public health and food policy in Scotland, for example Public Health Microbiology, One Health pathogen genomics, AMR, Good Food Nation.

FSS Strategic Priority (s) (please select the most appropriate priority/s this risk aligns too)

Public health and consumer protection	Y
Evolving and reforming the regulatory landscape	Y
Providing an effective public service for the people of Scotland	Y

Current Risk Score 75				Treated Risk Score 25	
Likelihood	Impact	(threat) Trend	Proximity	Likelihood	Impact
3	25	Static	DIS	1	25

Risk appetite category Impacts on public health	
Risk appetite target: Very low (5 – 10)	
Current risk score OUT WITH appetite	Treated risk score OUT WITH risk appetite



Strategic Risk No X:

Change Management

There is a risk that sustained organisational change, financial constraints and resultant change fatigue adversely affects organisational resilience, staff wellbeing, workforce capacity, and corporate capability therefore impacting on Food Standards Scotland's ability to deliver statutory obligations, strategic priorities and maintaining staff trust and public confidence.

Change Management

Risk No: X	Executive Lead: TBC	Draft	Date risk raised: Feb-26	Date risk last reviewed: May-26
Risk Title		Risk Description		
Change Management		<p>Cause: FSS meets constant change which could lead to reduced clarity of organisational narrative and inconsistent staff messaging. Event: Concurrent programmes of change, financial uncertainty, external pressures and political factors impact the organisation. Effect: Reduced staff confidence and trust, mixed external signals and impact on motivation and retention and therefore impacts on Standards Scotland's ability to deliver statutory obligations, strategic priorities and maintain public confidence.</p>		
FSS Strategic Priority (s) (please select the most appropriate priority/s this risk aligns too)				
Public health and consumer protection				Y
Evolving and reforming the regulatory landscape				N
Providing an effective public service for the people of Scotland				Y

Current Risk Score 125				Treated Risk Score 50	
Likelihood	Impact	(threat) Trend	Proximity	Likelihood	Impact
5	25	Increasing	IMM	5	10

Risk appetite category Impacts on our People	
Risk appetite target: e.g. Low / Averse (20 - 30)	
Current risk score OUT WITH appetite	Treated risk score OUT WITH appetite



Strategic Risk No X:

The Impact of the UK-EU SPS Agreement on FSS

The Impact of an UK-EU SPS Agreement on FSS

Risk No: X	Executive Lead: G Mournian	Version: DRAFT	Date risk raised: May-26	Date risk last reviewed: May-26
Risk Title		Risk Description		
RISK TITLE Impact of the SPS Agreement on FSS		<p>Cause: The UK Government and EU are committed to working towards a new Sanitary and Phytosanitary (SPS) Agreement based on dynamic alignment with EU rules, with some possible exceptions.</p> <p>Event: Due to capacity and capability constraints alongside other organisational priorities and pressures, FSS may not be able to meaningfully engage in and deliver SPS work at a UKG, SG and FSS level across the breadth of its remit and scope of the final negotiated/agreed SPS Agreement.</p> <p>Effect: This risk materialising could impact the delivery of FSS statutory duties (both pre and post SPS coming into effect) alongside failure to achieve relevant aspects of the FSS SPS programme across negotiations, legislative work and implementation objectives. This could result in the outcomes of the SPS Agreement negatively impacting current and future delivery functions, our role as the food safety authority, and public health in Scotland.</p>		
FSS Strategic Priority (s) (please select the most appropriate priority/s this risk aligns too)				
Public health and consumer protection				Y
Evolving and reforming the regulatory landscape				Y
Providing an effective public service for the people of Scotland				Y

Current Risk Score 200				Treated Risk Score TBC	
Likelihood	Impact	(threat) Trend	Proximity	Likelihood	Impact
4	50	TBC	APP	TBC	TBC

Risk appetite category Impacts on the delivery of our strategy	
Risk appetite target: e.g. Medium (5 – 10)	
Current risk score out with appetite (RAG colour box as needed)	Treated risk score within appetite (RAG colour box as needed)