

SAFER Programme Board - Terms of Reference

October 2025

Revision History

Date	Author	Reason for amendment	Summary of key changes	Reviewed by
27/10/25	Norika Moore	Version 1.0	Updated organisational hierarchy – SRO above Programme Board. Replaced 'Food Industry Representatives' with 'Food Business Representatives'. Formatted for publication.	Ian McWatt Bryan Campbell
09/03/26	Norika Moore	Version 2.0	Updated following approved inclusion of section 7.2	Programme Board

1. Purpose

- 1.1 The SAFER programme board provides strategic direction, and decision-making for the delivery of the SAFER Programme, which focuses on food law delivery reform. It ensures alignment with Food Standards Scotland's (FSS) objectives, wider Scottish Government (SG) strategies on public service reform and effective collaboration across stakeholders.

2. Governance, Sponsorship and Accountability

- 2.1 The FSS Board will serve as the Programme Sponsorship Group. As Scotland's national food body, the Board is best placed to fulfil this role in line with the *Managing Successful Programmes (MSP)* framework adopted for SAFER. This reflects its statutory duty to protect public health in relation to food, its authority to allocate resources, and its accountability to the Scottish Parliament as a Non-Ministerial Office.
- 2.2 Acting as the Sponsorship Group ensures the programme remains strategically aligned with national policy objectives, FSS's statutory responsibilities, and the wider public health interest, while providing the necessary governance and leadership.



- 2.2.1 The Scottish Parliament and Scottish Ministers are also listed in the organisational structure, as it is anticipated they may have a role, especially if any outcomes of the programme trigger the need for legislative change.
- 2.3 Matters exceeding the Programme Board's delegated authority, such as changes impacting FSS statutory obligations, financial commitments beyond agreed limits, or

significant alterations to programme scope, must be escalated to the Sponsoring Group (FSS Board) for decision.

3. Responsibilities

3.1 Programme Board

The Programme Board will:

- Be accountable to the Senior Responsible Owner (SRO), Ian McWatt.
- Provide strategic direction and leadership for the Programme, acting as a forum for members to contribute, ensuring organisational representation, ownership, and accountability.
- Approve the Programme's vision, objectives, this Terms of Reference, key deliverables, milestones, scope, budget, and timelines.
- Oversee the development and implementation of the Programme's objectives, ensuring alignment with strategic priorities.
- Support delivery by ensuring that key risks are identified, monitored, and mitigated.
- Take key decisions relating to programme deliverables, risks, and issues.
- Monitor risks, issues, and dependencies throughout the Programme and support their resolution.
- Escalate unresolved or high-impact risks that cannot be mitigated at Programme level. Where these exceed the Programme Board's delegated authority (as set out in this ToR), they will be referred to the Sponsorship Group (FSS Board) for decision or direction.

3.2 Programme Team

3.2.1 The Programme Manager, Bryan Campbell, is responsible for the day-to-day delivery of the programme and will act as Deputy Chair when required.

3.2.2 Core Responsibilities

- Plan, coordinate, and align all constituent workstreams and projects to ensure delivery of agreed outcomes.
- Secure and manage the resources required to achieve programme deliverables.
- Maintain effective stakeholder engagement and ensure transparent, accurate reporting and assurance.
- Oversee programme closure and endorse the benefits realisation process. The Programme Board will ensure a benefits realisation plan is developed and monitored beyond closure to confirm delivery of intended outcomes and value for stakeholders.

3.2.3 Use of AI-Enabled Tools

The Programme Team will leverage Microsoft Copilot and other AI-enabled tools to enhance efficiency, support analysis, and assist in producing programme documentation. All outputs generated through these tools will be subject to

governance, quality assurance, and validation processes to ensure accuracy, clarity, and compliance with Scottish Government organisational standards and data governance requirements.

3.2.4 Data Protection and Security

All use of AI-enabled tools, including Microsoft Copilot, must comply with FSS data protection, confidentiality, and information security standards. Sensitive or personal data must not be processed through these tools unless explicitly authorised and subject to appropriate safeguards.

4. Membership

4.1 The membership of the board is at the discretion of the Chair. The members are listed in [Annex A](#) for reference. Where a member is unavailable, a deputy with authority to make decisions may be agreed with the Chair as appropriate. If a deputy cannot attend then any decisions submitted in writing may also be agreed by the Chair as appropriate.

- Food Standards Scotland (FSS) – 4 members
- Scottish Government (SG) – 4 members
- Public Health Scotland (PHS) – 1 member
- Convention of Scottish Local Authorities (COSLA) – 1 member
- Society of Local Authority Chief Executives (SOLACE) – 1 member
- Food Standards Agency (FSA) – 1 member
- Society of Chief Officers of Environmental Health in Scotland (SoCOEHS) – 1 member
- Food Business Representatives – 4 members

4.2 A full list of members is maintained in the Programme Board Membership Register. (Please see [Annex A](#))

5. Quorum

5.1 The Board will be quorate when at least 12 voting members are present. Deputies may attend in place of named members where agreed in advance. Decisions may be deferred if quorum is not met.

5.2 When necessary, additional attendees with relevant expertise may be invited to contribute to the group on an ad hoc basis at the discretion of the Chair.

6. Frequency and format of meetings

6.1 The Board will meet quarterly, with the first meeting scheduled for 7 October 2025. Additional meetings may be convened at the discretion of the Chair if required.

Quorum	Location	Format	Frequency
Programme Board members and supporting staff	As required	In person and MS Teams/Virtual	Quarterly

7. Members responsibilities

7.1 Conflicts of Interest

- All members must declare any actual or potential conflicts of interest at the start of each meeting. Where a conflict exists, the Chair will determine whether the member should withdraw from discussion or decision-making on the affected item.

7.2 Sharing of Programme Papers and Documentation

Programme Board members may, with prior approval from the SRO or Head of SAFER Programme, share specific programme papers within their respective organisations or membership bodies for the purpose of obtaining informed input. Such sharing must comply with the following conditions:

- Only papers explicitly designated as “Approved for Controlled Sharing” by the SRO or Programme Manager may be shared.
- Recipients must be informed that the material is official-sensitive and must not be further distributed or published.
- Members remain accountable for ensuring controlled sharing of all documentation, adhering to classification markings and confidentiality where appropriate.

7.3 Senior Responsible Owner

- Chair of Programme Board meetings
- Provide overall guidance and direction to the programme and projects ensuring they remain viable within any specified constraint.
- Oversee strategic fit of programme vision, objectives and benefits.
- Oversee delivery of objectives and benefits, taking appropriate action, (with support of Programme Board members), where necessary to ensure their successful delivery.
- Ensure the programme is subject to review at appropriate stages.
- Ensure effective communications with staff and other stakeholders as defined in Programme stakeholder engagement and communications plans

7.4 Member – with voting rights.

- Provide strategic direction and decisions on SAFER Programme recommendations.
- Where applicable assist in securing support from partner organisations in terms of collaboration and sharing.

- Programme Board members (and any deputies) are expected to represent the collective views of the organisations or sectors they speak for, rather than personal opinions. Members should actively engage with their respective constituencies to understand perspectives and ensure these are reflected in Board discussions. When voting or expressing support for options, members must do so from a representative standpoint, ensuring decisions are informed by the interests of their stakeholder group.

7.5 Member – no voting rights

7.5.1 Programme Manager

- Overall responsibility for day to day running of the programme and providing the appropriate levels of assurance to the SRO and PB members.
- If the Programme Manager is required to act in their role as deputy chair in such circumstances, they will discharge the voting responsibilities of the SRO.
- The Programme Manager will ensure that programme risks and issues are being tracked and managed effectively in accordance with this ToR and escalated to Programme Board members as appropriate for decision.

7.5.2 Programme Support

- Programme Management Officer (PMO) - Contribute to discussions and support to the Programme Manager, Board and members.
- Secretariat - The Secretariat will provide active and managed support to the Chair, the Board and its members, to enable the Board to conduct its business focussing on the right issues at the right time
- SAFER Delivery Managers - May attend when there is an item that is relevant to their area of work or if they have relevant technical or policy knowledge
- FSS Communications Lead – Attendance at all PB meetings and will provide any stakeholders relations updates/ notes.

8. Decision-Making

- 8.1 Decisions will be made by consensus where possible. Where consensus cannot be reached, a simple majority of voting members present will decide. The Chair has the casting vote in the event of a tie.
- 8.2 Once a decision has been taken by the Programme Board, all members are expected to respect and uphold that decision, regardless of their personal viewpoint. Members should actively champion agreed positions within their organisations and stakeholder networks to maintain consistency, credibility, and collective accountability for programme delivery.
- 8.3 Where urgent decisions are required between scheduled meetings, the Chair may seek agreement via correspondence or virtual meeting, ensuring quorum is maintained and decisions are formally recorded in the minutes of the next meeting.

9. Steering and Working Groups

- 9.1 The Programme Board may establish sector-specific Steering / Working groups as required to support the delivery of the Programme. These groups will provide focused input, advice, and recommendations to the Board on specific areas of work. Their composition, remit, and reporting arrangements will be determined and agreed by the Programme Board.

10. Stakeholder Engagement

- 10.1 The Programme Board will ensure appropriate engagement with key stakeholders including Ministers, Scottish Government, Local Government, Industry, and other relevant parties. This engagement will support transparency, alignment, and the successful delivery of the Programme. Stakeholder engagement will be guided by a Stakeholder Engagement and Communications Plan, which will be reviewed periodically by the Programme Board to ensure it remains current and effective.

11. Secretariat and Support

- 11.1 Secretariat support will be provided by the SAFER Programme Management Office. Meeting agendas, papers, and minutes will be circulated approximately 2 weeks in advance.

12. Board Effectiveness Review

- 12.1 The Programme Board will review its own effectiveness annually, including an assessment of governance arrangements, decision-making processes, and member engagement. Findings will inform continuous improvement of Board operations.

13. Review of ToR

- 13.1 The Terms of Reference will be reviewed annually or as required to reflect changes in programme scope, governance, accountability or sponsorship.

14. Document Control

- 14.1 The Secretariat will maintain version control of this document and ensure that the latest approved Terms of Reference is distributed to all Programme Board members and relevant stakeholders.

Annex A - SAFER PROGRAMME BOARD MEMBERSHIP

ORGANISATION	No.	Title	STATUS	VOTING
FSS	1.	Deputy Chief Executive	Chair	Yes
	2.	Chief Executive	Member	Yes
	3.	FSS Board Member	Member	Yes
	4.	Programme Manager	Member & Deputy Chair	No
	5.	Head of Communications	Member	Yes
Scottish Government	6.	Director for Local Government	Member	Yes
	7.	Deputy Director: Population Health Resilience & Protection	Member	Yes
	8.	Head of Food and Drink Industry Growth	Member	Yes
	9.	Unit Head, Business Relationships, Directorate for Business and Better Regulation	Member	Yes
Public Health Scotland	10.	Consultant in Public Health	Member	Yes
Convention of Scottish Local Authorities (COSLA)	11.	Director of Place Policy	Member	Yes
Society of Local Authority Chief Executives and Senior Managers (SOLACE)	12.	Chief Executive, Shetland Council	Member	Yes
Food Standards Agency (FSA)	13.	Director of Strategy, Trade and Food System Policy	Member	Yes
Society of Chief Officers of Environmental Health in Scotland (SoCOEHS)	14.	Service Manager Environmental Health (Food and Workplace Safety), Fife Council	Member	Yes
Food Business Representatives	15.	Chief Executive, Scotland Food & Drink	Member	Yes
	16.	Deputy Head, Scottish Retail Consortium	Member	Yes
	17.	Chief Executive, Food and Drink Federation	Member	Yes
	18.	Executive Director, Scotland, UK Hospitality	Member	Yes
SAFER Programme Team	19.	Head of PMO	Support	No
	20.	SAFER Delivery Managers	Support	No
	21.	Programme Management Officer	Support	No