

Food Standards Scotland

For safe food and healthy eating

**Strategic Issue Register:
Q2 2022/23**



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

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

STATUS KEY: Actions



| | |
|------------------|---|
| Completed | |
| On target | On target for completion |
| Ongoing | Delayed/delay anticipated but no negative impact on successful issue resolution |
| Ongoing | Delayed/delay anticipated with negative impact on successful issue resolution |

STATUS KEY: Priority

| |
|------------------|
| Very High |
| High |
| Medium |
| Low |
| Very Low |

Strategic Issue Trends

QUARTERLY ISSUE TRENDS

| | Q1 | | Q2 | | Q3 | | Q4 | |
|---|-----------|-----------|---|--|----------|----------|----------|----------|
| Issue | Priority | Severity | Priority | Severity | Priority | Severity | Priority | Severity |
| 1. FSS Budget Allocation | Very High | Very High | Very High  | Very High  | | | | |
| 2. Public Sector Resourcing (new strategic issue escalated from the Strategic Risk Register) | | | Very High | Very High | | | | |



Strategic Issue No 1:

FSS budget allocation is no longer adequate to meet all of FSS's priority activities, noted in the Corporate Plan, which will impact on the successful delivery of our 2021 – 2024 strategy

FSS Budget Allocation

| | | | |
|--|-----------------------------------|---|--|
| Issue No: 1 | Executive Lead: Geoff Ogle | Version: 1.0 | Date issue raised: 24 August 22, by Geoff Ogle (FSS CEO) Date issue reviewed: Nov-22 Current status: ongoing |
| Issue Title | | Issue Description | |
| <p>FSS BUDGET ALLOCATION</p> <p>FSS budget allocation is no longer adequate to meet all of FSS's priority activities, noted in the Corporate Plan, which will impact on the successful delivery of our 2021 – 24 strategy</p> | | <p>Escalation history:</p> <p>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. The June 2022 Scottish Government announcement, relating to the spending review, further impacted on FSS's financial situation in that it showed a project FSS allocation of £23m for 2022/23 to 2026/27. This represented a real terms cut of the spending period and has now resulted in the decision that Risk no: 3 has effectively materialised, broadened in nature should therefore be managed as an ongoing issue.</p> | |
| Strategic Objective(s) | | Strategic Goals | |
| <p>Insufficient revenue budget 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. | |

FSS Budget Allocation

| ISSUE | | Priority | Very High | Severity | Very High | |
|-------------------|--|------------|-----------|--------------------------|-------------------------|--------------|
| CONTROLS IN PLACE | | | | | | |
| Quarter 1 | | | | | | |
| Goal | Actions | % Complete | Status | Original Completion Date | Revised Completion Date | Action Owner |
| All | Prioritisation and tactical management of budget: FSS Board, ELT and Heads of Division (HoDs) to complete several exercises to help define organisational priorities, with the intention of identifying Divisional functions which can be halted, diminished/scaled back or not started, while maintaining our statutory obligations. Produce a paper to summarise, analyse and record the results. | 100 | | Jul-22 | | N Greenland |
| | Prioritisation and tactical management of budget: Schedule and run an FSS Board and ELT workshop to agree a set of FSS organisational descriptors, principles and associated weightings and test model by running a number of Divisional functions through it. | 100 | | Aug-22 | | N Greenland |
| | Prioritisation and tactical management of budget: Schedule and run an extended workshop, with FSS Board and Heads of Division support, to review all functions through the model. | 100 | | Oct-22 | | N Greenland |
| | Prioritisation exercise: Hold a DGG quality assurance exercise. | 100 | | Oct-22 | | N Greenland |
| | Prioritisation exercise: ELT Meeting 01/11/22 followed by a paper for the Dec-22 FS Board. | 95 | | Dec-22 | | N Greenland |
| | CEO has written to Scottish Government senior officials outlining budgetary EU Consequential pressures and met recently with Caroline Lamb to discuss options. | 50 | | Ongoing Review required | | G Ogle |
| | AO Finance Accountability Framework to be completed and forwarded to SG Finance. Decisions awaited. | 95 | | | Jun-22 | |



Strategic Issue No 2:

(new strategic issue escalated from the Strategic Risk Register)

Public Sector Resourcing increasing pressures on Local Authorities and FSS result in a delivery model which lacks the resilience needed to meet future challenges.

Public Sector Resourcing

| | | | |
|--|--|--|--|
| Issue No: 2 | Executive Lead: I McWatt / L Murray | Version: 1.0 | Date Issue raised: Oct-22 Date issue reviewed: N/A Current status: ongoing |
| Issue Title | | Issue Description | |
| <p>PUBLIC SECTOR RESOURCING</p> <p>Increasing pressures on Local Authorities and FSS result in a delivery model which lacks the resilience needed to meet future challenges.</p> | | <p>Escalation history:</p> <p>The Public Sector 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>The recommendation of the Strategic Risk Management forum is that risk 6 has effectively materialised, and should be managed as an ongoing issue.</p> | |
| Strategic Objective(s) | | Strategic Goals | |
| <ul style="list-style-type: none"> • Food is Safe and Authentic • Responsible Food Businesses are Enabled to Thrive • Consumers are empowered to make positive choices about food • FSS is Trusted and Influential | | <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 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. | |

Public Sector Resourcing

| ISSUE | | Priority | Very High | Severity | Critical | | |
|-------------------|---|------------|-----------|--------------------------|-------------------------|--------------|--|
| CONTROLS IN PLACE | | | | | | | |
| Quarter 1 | | | | | | | |
| Goal | Actions | % Complete | Status | Original Completion Date | Revised Completion Date | Action Owner | |
| 1 | Imports (International Assurance): Revised - Deliver a new strategy for providing assurance over the safety and standards of food and feed imported into Scotland; working with Scottish Government, the FSA and DEFRA to ensure the appropriate SPS checking regimes are in place by 2023. | 20 | | Jul-22 | Dec-23 | P Smyth | |
| 2 | Animal Feed Delivery Establish a fully resourced animal feed delivery team and ensure a plan is in place to implement new inspection and sampling regimes at producers and BCPs in Scotland. Feed Team not yet adequately resourced | 20 | | Aug-22 | Resource dependent | H Gazem | |
| 2 | LA Delivery: Work with Local Authorities to monitor the reinstatement of official control delivery at food establishments across Scotland including the gathering of re-start data via regular temperature check questionnaires and data on estimated future resource requirements. Resource calculation tool updated and will be communicated via ENF to all LAs. Implementation groups being established to ensure consistent delivery. | 30 | | Mar-22 | 2023-24 | A Morrison | |
| 2 | LA Delivery: Consider areas of simplification to the current delivery model developing a system that targets resources towards the highest risk. Blue print development underway, series of workshops delivered and planning for phases on track. Papers being prepared for relevant stakeholder and partners as well as ELT and the Board. | 10 | | Dec-22 | Dec-25 | L Murray | |
| 2 | LA Delivery: Provide an effective Food Law Business Portal to assist business compliance and assist LAs in management of new businesses and in the provision of support and education. | 15 | | Mar-25 | | A Morrison | |
| 3 | Public Analyst Laboratory Service: An initial review of issues affecting the current PA laboratories has been undertaken and a proposal for a nationally funded delivery model for food and feed laboratory services has been agreed by the FSS Board. The Chair will engage with Scottish ministers on the need for a formal business case to assess how this function can be delivered at national level alongside wider strategy for strengthening public health laboratory infrastructure in Scotland. | 20 | | Mar-23 | Mar-24 | L Murray | |