

CORPORATE PLAN REPORT

1 Purpose of the paper

- 1.1 This paper is a report on progress made against the Corporate Plan 2016/19, and is for information and discussion.
- 1.2 FSS published a 5 year Strategy and 3 year Corporate Plan in 2016. This paper provides a report on achievements against the Corporate Plan, and outlines current and future corporate planning arrangements.
- 1.3 The Board is asked to:
 - **Note** the significant progress made against the 2016/19 Corporate Plan
 - **Note** the interim arrangements for prioritising resource for 2019/20
 - **Note** that the Executive is beginning a re-structuring exercise which will continue through 2020/21, and the proposed arrangements for prioritising resource for the remainder of the period of the current FSS Strategy.

2 Strategic Aims

- 2.1 This work supports all six Strategic Outcomes, in that it underpins the work undertaken to progress towards them, but in particular Strategic Outcome 6 - FSS is effective and efficient.

3 Background

- 3.1 FSS published a 5 year Strategy with a 3 year Corporate Plan in 2016, as an integrated single document. The corporate plan covered the financial years 2016/17, 2017/18 and 2018/19 and expired on 31 March 2019.
- 3.2 This paper reports purely against the activities outlined in the Corporate Plan. These are listed in Annexes A and B, with Annex A providing a colour coded rating for progress, and Annex B providing brief details of achievements. A broader picture of our achievements from April 2016 to March 2019 inclusive is provided in the FSS Annual Report and Accounts for each of the 3 years in question, and of course the Executive has continued, through separate reports as appropriate, to keep the Board updated on actions and progress from April 2019 to date.

4 Discussion

- 4.1 As the Board is aware, resource intended for the activities in the Corporate Plan were subject to other pressures, chiefly Brexit but also a very high profile and resource and time consuming food safety incident. The impact of Brexit in this respect was a particular focus of a paper¹ brought to the Board in March

¹ [An update on delivery of FSS Strategy](#)

2018. There is no doubt that Brexit has diverted a significant amount of time, resource and senior focus since 2016.

- 4.2 Other pressures notwithstanding, FSS had made considerable progress against the Corporate Plan by April 2019. Of a total of 37 objectives, 26 were fully achieved, 8 partially achieved and on track, and 3 deferred.
- 4.3 Particular highlights include our surveillance and science and evidence strategies, establishment of the regulatory strategy programme with rollout of the Scottish National Database and the Food Law Rating System, delivery of the Scudamore recommendations, including the establishment of the Scottish Food Crime and Incident Unit, a full review of incident management, two highly respected and influential situation reports on diet and nutrition, and associated recommendations, on the Scottish diet, recommendations to Ministers on the fortification of flour with folic acid, and targeted and effective food safety and healthy diet campaigns. Alongside, of course, delivering our core activities, such as the delivery of meat official controls in all Scottish abattoirs and meat cutting plants, delivery of shellfish official controls, and the audit of delivery of official controls by local authorities.
- 4.4 The three objectives that have been deferred are:
- implementation of a new animal feed official control delivery system, delayed for reasons beyond FSS control, but with a new model agreed by the Regulatory Strategy Programme Board in October 2019;
 - development of, and implementation of, a new Food Hygiene Information Scheme, both deferred as part of a Brexit-related re-prioritisation exercise and to be taken forward as part of the proposed Transformation and Reprioritisation of the Regulatory Strategy programme of work.

5 Planning for 2019/20 and beyond

- 5.1 Our 5 year Strategy, and six strategic outcomes, remain as the guiding framework for our planning.
- 5.2 The Executive brought papers to the Board in February² and May³ 2019 to provide updates, and seek Board agreement, to prioritisation of resources for the financial year 2019/20 in the context of extreme uncertainty regarding the impact and outcome of UK Government (UKG) negotiations with respect to Brexit. The Executive has proceeded to allocate and use resources in accordance with the delivering the Board's strategy but, applying an appropriate degree of flexibility within that prioritisation framework, in response to Brexit developments. The Board has also been kept updated through its regular financial performance reports.
- 5.3 The Board's consideration of prioritisation in May 2019 took into account the additional budget of £3.5m which the Scottish Government provided to fund

² [Financial Approach for 2019-20 and managing short term consequences of Brexit](#)

³ [Budget Update 2019-20](#)

Brexit operational readiness, while noting the difficulties in allocating this resource, and an inability to increase capacity since there was no guarantee of funding for future years. FSS has now been notified that it has been successful in securing increased ongoing funding from 2020/21 to enable it to equip itself with the additional staffing resource and expertise necessary to meet the challenges of continuing consumer protection in the context of repatriated responsibilities and functions following Brexit. This has allowed the Executive to plan for the increased capacity and capability that FSS will need, and it has initiated a programme to re-structure FSS which will involve the recruitment of additions to the senior leadership team and to staffing throughout FSS.

- 5.4 The Future Structure programme will run from November 2019 and throughout the year 2020/21, coinciding with the remainder of the period covered by the current FSS Strategy. In this period of change and development, the Executive proposes to take the same approach as for 2019/20 with respect to corporate planning. In practice, this means that the Executive will continue, for the remainder of 2019/20, to work within the broad prioritisation framework agreed with the Board, and will bring a paper to the Board early in 2020 to provide an update on financial planning and to seek Board agreement to proposals for prioritisation of resource. We envisage that a formal Corporate Plan from April 2021 will be produced alongside, or following, development of our new Strategy.

6 Conclusion/Recommendations

6.1 The Board is asked to:

- **Note** the significant progress made against the 2016/19 Corporate Plan
- **Note** the interim arrangements for prioritising resource for 2019/20
- **Note** that the Executive is beginning a re-structuring exercise, which will continue through 2020/21, and the proposed arrangements for prioritising resource for the remainder of the period of the current FSS Strategy.

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Annex A

The FSS Corporate Plan 2016/19 – progress map

Outcomes	Activities							
Food is safe	1.1	1.2	1.3 Behind schedule	1.4	1.5	1.6		
Food is authentic	2.1	2.2	2.3	2.4	2.5			
Consumers have healthier diets	3.1	3.2	3.3	3.4	3.5	3.6	3.7	3.8
Responsible businesses flourish	4.1	4.2	4.3	4.4 Re- prioritised	4.5 Re- prioritised	4.6		
FSS is trusted	5.1	5.2	5.3	5.4				
FSS is efficient and effective	6.1	6.2	6.3	6.4	6.5	6.6	6.7	6.8

Key :

	Completed and/or established and ongoing
	Begun, and on track, but not completed/established
	Not started, behind original schedule, reprioritised or superseded

The FSS Corporate Plan 2016/19 – what we planned, and what we achieved

	What we planned to do	What we did
1	Food is safe	
1.1	Develop a Foodborne Illness Strategy for Scotland, focussing on the key pathways for the transmission of microbiological, chemical and radiological contaminants throughout the Scottish food chain.	<p>We published our Foodborne Illness Reduction Strategy in April 2017, and this has underpinned our planning and activities. Highlights from 2016/19 are listed below:</p> <ul style="list-style-type: none"> • Sampling undertaken by FSA and the nine major retailers suggests that the UK Campylobacter reduction programme has achieved its target with <7% of fresh poultry sold by these retailers having the highest level of contamination. • More detail on FSS’s refreshed Campylobacter strategy can be found in our update to the Board in May 2019, and the agreed future focus of this work will be reflected in FSS Corporate Planning. • We have completed research on factors affecting variations in Campylobacter disease rates in Scotland which will be published in early 2020. The findings of this work are already being used to support future targeting of consumer interventions. Building on our collaboration with Scotland’s Rural College (SRUC), we have also commissioned a programme of training for poultry farmers and catchers on biosecurity. • With respect to <i>E. coli</i> (STEC), we published research on <i>E. coli</i> O157 supershedding in cattle, and an evidence review on the risks of STEC and other pathogens in unpasteurised cheese production. We have also completed a collaborative research project with Scottish Government on the risks of STEC in wild venison, which will be published in early 2020. Further to this work, we have commissioned a survey on the risks of STEC and other pathogens in minced beef on retail sale in Scotland which will be published in Spring 2020.

		<ul style="list-style-type: none"> • The final report of the VTEC action plan for Scotland, detailing how the original 86 recommendations had been addressed, was submitted to Scottish Government in December 2018, and cross government input acknowledged by the Minister for Public Health, Sport and Wellbeing. • We established an ongoing collaboration with the Scottish Health Protection Network on strategies for reducing STEC, understanding the sources of antimicrobial resistance, and on the development of a Public Health Microbiology Strategy for Scotland. We also began a collaboration with Health Protection Scotland (HPS) on a programme of work using epidemiological data to understand the profile and burden of foodborne illness in Scotland. This is being used to undertake economic analysis to provide estimates on costs to the Scottish economy. The first report from this work will focus on the direct costs of Campylobacter infection and will be published in early 2020. • To support improvement of food safety management, we developed a fresh produce and safe smoked fish tool for industry guidance, and worked with SFELC to develop guidance on consistent enforcement approaches for improving food safety management in the raw milk cheese sector. We also published advice, informed by current evidence and international opinion, on measures required to protect consumers from infection with STEC. • We have published a review of priority chemical contaminant risks for food production and consumer diets in Scotland. This will support the future targeting of research and interventions in this area.
1.2	Empower consumers with the information and knowledge they need to make safe food choices, and undertake safer food practices, helping them to protect themselves against foodborne illness.	We engaged with consumers through social media and events, including the Royal Highland Show, Student Roadshows, and Science Festivals, disseminated food safety messaging via education resources , and promoted food safety messaging through our Pink Chicken , Christmas and Kitchen Crimes campaigns.

1.3	Through engagement and consultation, construct, implement and then review performance of an improved model for delivery of animal feed official controls in Scotland, including through third party assurance, that is effective in protecting feed and food safety.	FSS undertook extensive engagement activity and development work in pursuit of the implementation of a suitable delivery model for animal feed controls. However, significant legal, political and Brexit related issues have delayed implementation and a further options analysis, in light of consideration of these issues, is to be considered in late summer 2019.
1.4	Carry out a comprehensive policy and delivery review of the FSS shellfish official controls, including small scale and local supply chains, working in partnership.	<p>The development of the regulatory strategy in Scotland has provided a focus for future developments in this area. Since 2016 we have:</p> <ul style="list-style-type: none"> • Undertaken a wide ranging consultation on all aspects of shellfish classification and monitoring; the results of which informing subsequent actions. • Published new guidance on toxin risk management for the scallop sector and local authorities; • Published new guidance on Official Controls of Shellfish purification systems for local authorities; • Developed a protocol for the submission of harvesters results in year to assist in classification determinations; • Collaboration with SEPA to improve the co-ordination of sampling to inform shellfish classification and the commissioning of research to identify more efficient and cost effective monitoring approaches for classifying harvesting areas. The resulting CREW report was published on 14th September 2018. • Encouraged delivery partners to pilot new ways of verifying official control sampling; • Worked extensively with FSA to influence EU discussions on proposed amendments to relevant legislation; Developed and chaired a Shellfish Classification Monitoring Industry Forum (SCMIF) to support engagement between FSS and the wild and aquaculture bivalve shellfish industries and to provide an industry viewpoint to shape policy and delivery of shellfish

		<p>controls. Subsequent discussions suggest that both strategic (across Government) and targeted engagement with industry is required.</p>
1.5	<p>Ensure delivery of effective programmes to verify that food businesses are meeting their responsibilities to deliver safe food.</p> <p>Monitor the performance of enforcement authorities by delivering an effective audit and assurance programme to assess their delivery of official controls.</p>	<p>FSS's veterinary audits of meat plants verify compliance with food law requirements and, in slaughterhouses, animal health and welfare requirements. We influenced, and continue to influence, compliance by taking appropriate enforcement action and by scheduling follow up audits at appropriate intervals.</p> <p>We established a Local Authority audit programme, looking at Local Authority capacity and capability to deliver food law. To the end of March 2019, 15 Local Authorities have been audited under this programme. Final reports are published on the FSS website. Follow up of implementation of action plans is ongoing and audit files are closed when action plans have been satisfactorily completed. To date 9 audit files have been closed as the Local Authorities have implemented their agreed action plans.</p>
1.6	<p>Ensure that FSS is equipped to manage and respond effectively to food incidents that could affect food safety, through regularly exercising with partners and reviewing incident response capacity and effectiveness.</p> <p>Seek to mitigate the effects of food and feed incidents through dissemination of 'lessons learned' and discussion with industry and enforcing authorities.</p>	<p>We took part in 20 exercises – 8 externally led and 5 internally led strategic/tactical exercises, and 7 externally led support/text exercises. We also developed and produced a new Incident Management Framework and Incident Communications Plan following an independent review of Incident Management, and informed by lessons learned in staff training and from a desktop exercise.</p> <p>We piloted training on Central Logging of Incident / Intelligence operations (CLIO) with four local authorities (LAs) with the aim of rolling this out to all Scottish LAs, to allow for all communications relating to incidents to be entered directly onto the system. (A post-Corporate Plan update - CLIO is now in the process of being rolled out as planned.)</p>

		<p>We have been working jointly with the Food Standards Agency (FSA) since 2016 in reviewing the withdrawal and recall systems in the UK , and in March 2019 the newly developed Guidance on Food Traceability, Withdrawals and Recalls within the UK Food Industry was published.</p>
2	Food is authentic	
2.1	<p>Fully implement the recommendations of the Scudamore Expert Advisory Group, including ensuring Scotland has capability and resilience to tackle food crime.</p>	<p>The Board received a final progress report on the Scudamore recommendations in October 2016, which included a table showing how the recommendations had been incorporated into our Regulatory, Surveillance, and Communications Strategies and into business as usual. Implementation continued throughout 2016/19.</p> <p>A cornerstone of implementation is the Scottish Food Crime and Incidents Unit (SFCIU), which comprises incidents, investigations and intelligence teams. Its key achievements through 2016/19 are:</p> <ul style="list-style-type: none"> • Collaboration with the Food Standards Agency (FSA) to produce 2 editions of the UK Food Crime Strategic assessment, producing priorities and a control strategy, approved by the Scottish Strategic Tasking & Co-ordinating Group. An FSS Tactical Tasking and Co-ordinating Group was established to oversee collaborative working with partners in relation to these priorities. • Information sharing agreements in place with Police Scotland, HMRC, Food Industry Intelligence Network(FIIN), Food Safety Authority of Ireland, FSA, Animal Plant & Health Agency. • The launch of the Scottish Food Crime Hotline in August 2016, running 24/7, 365 days per year and operated in partnership with Crimestoppers.

		<ul style="list-style-type: none"> The rollout of FSS's Memex intelligence system to all Scottish LAs, with a significant year on year increase in the quality and volume of intelligence submitted to SFCIU staff.
2.2	Develop a robust evidence base on the authenticity of the Scottish food chain.	<p>We have developed a strategic approach to food surveillance: our Surveillance Strategy was presented to the Board in March 2017, and our surveillance approach has been further developed through stakeholder consultation and evidence requirements of Regulatory Strategy and Brexit Work Programmes.</p> <p>We have developed new horizon scanning and surveillance capability to support identification of Scottish priorities for food safety and authenticity. We have also developed, and rolled out to all 32 LAs, the Scottish Food Sampling Database and Scottish National Database.</p> <p>We collaborated with FSA to undertake a review of official control laboratory services across the UK, which was completed in March 2019. The outputs from this review will be used to inform a new programme of work which aims to strengthen the UK laboratory system and safeguard these services in Scotland.</p> <p>We co-funded with FSA and DEFRA a virtual Food Authenticity Network and knowledge transfer initiatives to support UK laboratories in the provision of methods for food authenticity.</p> <p>We commissioned a Scottish beef isotope database to support the investigation of provenance claims relating to beef produced in Scotland.</p> <p>Targeted LA food sampling programmes have been used to identify food authenticity issues at retail and catering.</p>

		We have established an FSS open data plan and an FSS open data portal, to make our evidence base more accessible.
2.3	Develop proposals and design an implementation strategy to align the priority of food information official controls more closely with food safety equivalents.	We developed, and successfully piloted, a new LA Food Law Rating System (FLRS) , combining food hygiene and standards inspections into a single food law intervention. The FLRS is now incorporated into the Intervention Code of Practice published in July 2019 and is being implemented across all 32 Local Authorities. A benefits realisation exercise is also currently being planned.
2.4	Provide clarity for consumers by working with Scottish Government and others to review current arrangements for food labelling and to ensure that consumers' interests in food information are protected.	FSS worked closely with SG, Defra, and FSA on labelling matters, including as part of a joint UK consultation on ways to improve allergen information for consumers on prepacked food for direct sale.
2.5	Through a mix of engagement, communication and marketing activities, help and encourage consumers to understand and use food information, especially labels, to empower them in making confident, informed decisions about food purchase, storage and handling.	Enforcement and food crime work regarding general labelling and authenticity matters (including food supplements) has been ongoing. The Kitchen Crimes campaign included looking at the label, and we have promoted the importance of checking food labels across our social media channels on a business as usual/ad hoc basis, as well as responding to press enquiries. This has covered a wide scope from allergen and nutrition labelling to safety information on storage and handling food. We also have labelling as part of our education resources which are continuously promoted via our teachers facebook page and relevant events: https://www.foodstandards.gov.scot/education-resources/label-it . Initial work was undertaken to develop a food supplements strategy to raise awareness of fraudulent claims and potential safety concerns, but

		this particular piece of work has been put on hold due to Brexit work and other work taking priority.
3	Consumers have healthier diets	
3.1	Establish and maintain FSS as an authoritative and up to date, primary source of evidence-based diet and nutrition advice about diets conducive to good health, to support the Scottish Dietary Goals.	We have established FSS as an authoritative primary Scottish source of evidence based advice on diet and nutrition, publishing a number of research reports , including a 2018 update to our influential 2015 report The Scottish diet - it needs to change . The proposals within our package of measures to tackle poor diet, agreed by our Board in January 2016, have been frequently quoted by health professionals and charity organisations advocating the need for action. (A post-Corporate Plan update: an FSS Board paper on improving the Out of Home environment has been presented and well-received.)
3.2	Monitor and report progress towards meeting the Scottish Dietary Goals (SDG), including the use of new tools for dietary surveillance.	We monitored diet and published reports as part of a rolling programme to update annual trends in food consumption and nutrient intakes using a secondary analysis of the Living Costs and Food Survey. We have also commissioned a pilot to test the use of Intake 24, an online 24 hour dietary recall monitoring tool.
3.3	Through partnership working, develop and implement plans to provide strategic co-ordination of Scottish Government-funded diet and nutrition research and surveillance, to help ensure the effective use and application of resources in Scotland.	FSS worked with Scottish Government and NHS Health Scotland on identifying and filling diet and nutrition research gaps in specific priority areas of research to support Scottish policy. We will continue to work closely with other providers of evidence, and will forge links with the Chief Scientist's Office in order to continue to ensure, within our remit of public health, effective use and application of SG resources.
3.4	Provide advice to Scottish Government and public bodies to support their review of relevant policies to take account of revised SDGs.	We have provided advice throughout the period of this report, including participation on the technical working group to review school food regulations. We followed up our January 2016 recommendations on tackling poor diet with a review of progress and further recommendations in March 2017, and our proposals were largely included within the Scottish

		<p>Government strategy consultation document 'A healthier future – action and ambitions on diet, activity and healthy weight' published in October 2017. A post-Corporate Plan update: recommendations on tackling the Out of Home environment were sent to the Scottish Government in August 2019.)</p> <p>Following review of the evidence, extensive modelling and consultation we responded to SG ministers request for advice on the fortification of flour with folic acid. Currently this work is being used by UK Government in their consideration of the same.</p>
3.5	<p>Implement measures agreed by the FSS Board in January 2016 to bring about changes to the food environment and support consumer behaviour changes that will be required to make positive progress towards the SDGs.</p>	<p>We carried out a public consultation on improving the Out of Home environment and undertook consumer engagement with lower socioeconomic group on the subject. These pieces of work , together with reviewing the literature provided the basis of the evidence for a Board paper presented in August 2019.</p>
3.6	<p>Lead the development of a set of dietary guidelines for Scotland aimed at providing a common script for consistent dietary messaging and at widening the scope of consumer advice from the current focus on nutrients to include a more holistic approach to food consumption, food environment and potentially wider environmental considerations.</p> <p>Work with partners to address the issues of affordability and acceptability of a healthy diet.</p>	<p>We engaged with a wide range of stakeholders to explore the level of support for developing Dietary Guidelines in Scotland, and views on the potential content of any new guidelines. Reports on this preparatory work are now published on the FSS website, and we plan to consider content to support the findings.</p> <p>As a priority, inequality is taken into account in all the work we are taking forward in relation to diet and health.</p>

3.7	<p>Identify the most effective means of influencing public opinion in favour of action on diet.</p> <p>Motivate and support consumers in choosing healthier diets through social marketing campaigns aimed at dietary health improvement, and use communications activity to position FSS at the heart of diet and nutrition in Scotland.</p>	<p>We published and disseminated the Eatwell Guide in Scotland, and launched the Interactive Eatwell Guide, a teaching resource which makes learning about a healthy diet simple, fun and accessible.</p> <p>We ran a Healthy Eating campaign in September 2016, with 72% of parents surveyed reporting motivation to take action to address unhealthy snacking as a result.</p> <p>Our healthy eating campaign 'No to Upsizing' ran in June 2018, with 68% of people surveyed reporting motivation to take action, and in March 2019, with 90% of people reporting motivation.</p> <p>Our consumer tracking survey shows an increase over the 3 years from 51% to 58% in people who need to know they need to eat more healthily, and from 45% to 55% of parents who are concerned about what their children eat.</p>
3.8	<p>Work with other government departments, stakeholders and consumers to advise Scottish Ministers on the issues associated with the implementation of mandatory fortification of bread and flour folic acid, including potential health benefits and regulatory impacts, to improve health outcomes for mothers and new-borns.</p>	<p>We undertook extensive engagement and work with the Scientific Advisory Committee on Nutrition on a risk assessment related to folic acid fortification. We also commissioned and contributed extensively to a project to model the potential impact of different options for mandatory folic acid fortification in the UK population. This evidence base, taken together with the outcome of stakeholder engagement, resulted in the provision of advice from FSS to Scottish Ministers regarding the advisability and practicability of folic acid fortification.</p>

4	Responsible businesses flourish	
4.1	<p>Develop a regulatory strategy for FSS that prioritises protecting consumers, enables responsible businesses to flourish, and deals effectively with businesses that do not meet their responsibilities.</p> <p>Underpin the regulatory strategy with a programme of work to deliver the desired outcomes.</p>	<p>We published our Regulatory Strategy in August 2017, setting out our vision and strategic direction as a national regulator in Scotland, including our commitment to having due regard to the approaches to better regulation set out in the Scottish Regulators' Strategic Code of Practice.</p> <p>A Transformation and Reprioritisation exercise was undertaken in March 2019 and submitted to the Regulatory Strategy Programme Board for consideration in May 2019. This is awaiting approval subject to the proposed new structure, as part of the wider readiness plan for leaving the EU in 2020.</p>
4.2	<p>Design and pilot a revised food law code of practice risk scoring matrix with local authorities and businesses, to underpin effective food law enforcement, with appropriate use of interventions and incentives to drive business compliance upwards.</p>	<p>We successfully piloted the Food Law Rating System (FLRS), a redesigned risk assessment matrix used by local authorities for their inspection of food establishments, formed a LA Implementation Group then supported the early adoption of the FLRS by 14 Local Authorities. The FLRS was approved and ratified by the FSS Board in February 2018 and is now incorporated into the Intervention Code of Practice published in July 2019 and is being implemented across all 32 Local Authorities. A benefits realisation exercise is also currently being planned.</p>
4.3	<p>Work with other organisations to reduce unnecessary or disproportionate regulatory burdens across the supply chains, including through the use of other forms of assurance, and to enhance risk-based approaches to compliance, in line with the requirements of the Strategic Code of Practice for Scottish Regulators.</p>	<p>The proposed Transformation and Reprioritisation exercise has identified this as a key Regulatory theme to be taken forward as a continuous piece of work is throughout the course of the programme. B</p> <p>In 2017/18 FSS and FSA undertook a joint review of meat cutting premises and cold stores with FSA, with the aim of improving levels of public confidence in the safety and authenticity of UK meat and identifying potential improvements in the way the sector is regulated in the wake of non-compliance issues identified at various cutting plants. The final report was discussed at a specially convened joint FSS and FSA Board meeting at which each Board endorsed the findings and conclusions of the report,</p>

		with implementation in Scotland to be carried forward as part of our Regulatory Strategy Programme.
4.4	<p>In collaboration with local authorities and other delivery partners, and following consultation with consumers and industry, review the current Food Hygiene Information Scheme to re-focus the key aim, to incentivise business compliance through influencing consumer choices.</p> <p>Develop a scheme that is well understood and used by consumers and that influences consumer purchase behaviour, aligned with the approach to achieving compliance set out in the Regulatory Strategy – acting as a disincentive to non-compliance and rewarding sustainably compliant businesses.</p>	Our 2017/18 review prioritised those elements of the Regulatory Strategy programme that directly supported Brexit readiness. While an initial review of the Food Hygiene Information Scheme has been undertaken, development of a new Consumer Information Scheme will be taken forward as part of the proposed Transformation and Reprioritisation of the Regulatory Strategy programme of work.
4.5	With key delivery partners, develop an implementation plan, including promotion of the new scheme to assist in maximising its use.	Our 2017/18 review prioritised those elements of the Regulatory Strategy programme that directly supported Brexit readiness. While an initial review of the Food Hygiene Information Scheme has been undertaken, development of a new Consumer Information Scheme will be taken forward as part of the proposed Transformation and Reprioritisation of the Regulatory Strategy programme of work.
4.6	Support Scottish food and drink exports through expert assistance with visits by third countries, and providing advice on compliance requirements to businesses.	We have provided expert assistance for a number of third country delegations seeking to understand how Scotland's system of official controls is arranged, and support to LAs and industry with respect to audits undertaken by countries to which our food businesses are exporting, or wish to export. As part of our Brexit programme, we have worked with the Scottish Government, Scottish LAs, the Convention of Scottish Local Authorities (COSLA) and UK Government Departments to consider the

		future arrangements that will be required with respect to export certification once the UK leaves the EU.
5	FSS is a trusted organisation	
5.1	<p>Establish FSS as a visible, recognisable and trusted brand, by delivering a communications and marketing strategy that engages, informs and supports consumers, including the 'seldom heard', and assures them we are working on their behalf.</p> <p>Use research and insight to help us better understand consumers and how we can most effectively drive change for their benefit in relation to food. Establish a baseline and monitor knowledge, attitudes and behaviours in relation to food safety and healthy eating over time.</p> <p>Position FSS as the authoritative, consistent voice in Scotland in relation to food by providing expert spokespeople and comment to the media, and leveraging relevant online and offline communications channels.</p> <p>Work with consumers to identify their other interests in relation to food, and assess where and how we can best influence these for consumers' benefit.</p>	<p>We have worked hard to raise awareness and understanding of our work, using a variety of means, including attendance with an interactive stand at events such as the Royal Highland Show, Taste of Grampian and the Edinburgh Science Festival, undertaking student 'roadshows', using social media effectively, and delivering a number of targeted marketing campaigns. We undertook user testing of our website, and remodelled our website to make it more accessible, and have refined and improved our method of communicating food alerts to the public.</p> <p>We make use of a consumer tracking survey twice a year, which has provided a baseline and allows us to monitor knowledge, attitudes and behaviours, and use consumer forums and engagement to understand specific issues and concerns. Our tracking survey demonstrated a steady increase in awareness and trust over the period of the Corporate Plan, with a slight dip evident in the December 2019 survey.</p> <p>We have become increasingly visible via the media, have provided expert spokespeople for both television and radio on a number of occasions, and have undertaken proactive communication, for example on DNP.</p> <p>We have undertaken a number of consumer forums, and, as part of the Brexit programme, undertook work to understand the views of Scottish consumers about the impact of Brexit with respect to food.</p>
5.2	Ensure that consumers and stakeholders are engaged and consulted with at the earliest	We have engaged with stakeholders and consumers through various forums to build mutual respect and support mutual understanding of

	<p>possible stage in policy development and take an inclusive approach to co-creating policy and communications. Through collaborative working, support and encourage community-based approaches to consumer protection and health improvement in relation to food to help achieve the vision of Scotland as a Good Food Nation.</p>	<p>respective priorities and concerns, as well as undertaking 25 formal consultations. Our stakeholder forums include the Scottish Food Enforcement Liaison Committee, the Scottish Meat Industry Forum, the Shellfish Classification and Monitoring Forum. We have also talked to thousands of consumers each year through forums and research. As part of a wider Stakeholder Engagement Strategy, we procured a secure cloud hosted Stakeholder Management system to improve FSS communication and engagement and to facilitate the development of meaningful and effective partnerships that will bring greater benefits to consumers.</p> <p>In March 2018, we held a conference Fresh Thinking on Food, gathering experts and representatives from around the globe to share knowledge and experiences with respect to future food trends, crime and authenticity, food safety, and diet and obesity.</p> <p>We have engaged with the Scottish Government at Ministerial and official level, and held a parliamentary exhibition at Holyrood to showcase our work to MSPs.</p>
5.3	<p>Review our work within the education sector and develop, in collaboration with others, the most effective means of educating and positively influencing pupils' choices and behaviours in relation to food safety and healthy eating, ensuring this work links to the Curriculum for Excellence.</p>	<p>Following research, a scoping study co-funded by the Scottish Government and undertaken in association with NHS Health Scotland and Education Scotland, and collaborative work with the Scottish Government, we have an extensive suite of education resources on our website, which we actively promoted to teachers through a variety of means.</p>
5.4	<p>We will be timely, transparent and proactive in publishing information, and will regularly review our published guidance on how information about us can be accessed, to ensure that</p>	<p>We have been open and proactive in publishing information, and have kept our Publication Scheme and associated Guide to Information updated. We publish all our Freedom of Information responses on our website, and we have an open data plan and portal.</p>

	<p>information about us is as transparent and accessible to consumers and other stakeholders as possible.</p> <p>We will hold Board meetings in public, recording policy recommendations, our decisions and the reasons for them in the Board minutes and making them publicly available.</p>	<p>We held 16 Board meetings in public, with papers and minutes published on our website.</p>
6	FSS is efficient and effective	
6.1	<p>Ensure compliance with FSS's Code of Governance, fulfilling the accountabilities and requirements set out in the Framework Document, and review this Code on an annual basis.</p>	<p>We have complied with the Code of Governance, and have kept it under review and updated as and when necessary. For example, the Scheme of Delegation was extensively reviewed in 2016/17, and the Audit and Risk Committee (ARC) Terms of Reference updated for clarity in 2017/18.</p>
	<ul style="list-style-type: none"> Hold no less than four meetings of the Board annually, with reports to the Board from the Audit and Risk Committee on an appropriate frequency. 	<p>We have held 5 Board meetings each year, with the Board receiving oral reports from the ARC Chair following each ARC meeting, and a written annual ARC report.</p>
	<ul style="list-style-type: none"> Provide assurance to Scottish Ministers and the European Union on how we deliver our competent authority function in relation to food and feed law. 	<p>Audit programmes are in place to assess the effectiveness of official controls delivered by both Enforcement Authorities and FSS. This is reported through ARC and the Board and through the UK Multi Annual National Control Plan which is submitted to the EU annually.</p>
	<ul style="list-style-type: none"> Maintain an internal control system, with appropriate levels of audit and assurance, that applies to financial and other related procedures in accordance with the Scottish Public Finance Manual (SPFM); 	<p>We developed an assurance mapping process, reflecting best practice as outlined in the Internal Controls checklist section of the Scottish Public Finance Manual, which supports the provision of assurance to Executive, ARC and ultimately the Board and the Scottish Parliament. We have put in place a tracking system to ensure internal audit recommendations are</p>

	and provide budget monitoring information to the Scottish Government.	implemented fully and in a timely manner. We engage appropriately with the Scottish Government with respect to budget information.
	<ul style="list-style-type: none"> • Make efficiency savings by improving delivery through a better value for money service. 	We reported 1.8% efficiency savings in 2016/17, 2% in 2017/18, and 1.5% in 2018/19, against the Scottish Government's indicative target of 3%.
	<ul style="list-style-type: none"> • Lay an Annual Report of FSS's activities before the Scottish Parliament. 	Annual reports were laid for each year and are published on our website .
6.2	Ensure compliance with the statutory requirements placed upon Scottish public bodies, including those relating to biodiversity, British Sign Language, climate change, complaints handling, data protection, equality, ethical standards, freedom of information, public appointments, public services reform, and regulatory reform.	We have a tracking system in place to ensure compliance with statutory requirements, and have published reports as and when required, for example: The <i>FSS Report on Biodiversity</i> is published on our website here . Our <i>Equality Mainstreaming Report</i> is published on our website here . Information required under public services reform is published on our website under the <i>Transparency Data</i> heading here . The <i>Food Standards Scotland Climate Change Report</i> is published on the Sustainable Scotland Network website here . The <i>Food Standards Scotland British Sign Language Plan</i> published in draft on the FSS website here . The <i>FSS Records Management Plan & Progress Update Review 2019</i> is published on our website here . The <i>Food Standards Scotland Complaints Handling Procedure</i> and <i>Complaints Handling Procedure – A Guide for Customers</i> are published on the FSS website under the <i>Complaints about FSS</i> heading here .
6.3	To appropriate timescales, review Memoranda of Understanding with other organisations and consider where any new agreements may be necessary.	Our key Memorandum of Understanding is with the Food Standards Agency. This MOU, and the need for other agreements, will be reviewed in the context of, and as part of our preparations for, Brexit.
6.4	Develop a people strategy for FSS, linked to the Scottish Government's People Strategy, encompassing recruitment, retention and	Our people strategy is in draft, to be finalised in 2019/20. We have maintained effective internal communication with our staff in a number of ways, paying particular attention to the needs of remote workers, and in

	development of people, with related learning activities to support staff and organisational development to ensure that the FSS workforce is recognised as skilled, capable and motivated. Support this with effective internal communications across FSS, including both field, remote and office-based staff, to ensure that staff are well informed and engaged in two-way dialogue, regardless of working pattern or location.	2018/19 we reported that 80% of office workers and 82% of field workers felt that internal communications were relevant to their role. We continue to explore additional methods for supporting two way internal communication.
6.5	Develop a science and evidence strategy for FSS to underpin how we identify and prioritise our evidence needs to support our strategic priorities.	Our Science, Evidence and Information Strategy is published on our website. We have also published an annual SEI forward look , a summary of the impact of its research projects and campaigns, and our Chief Scientific Adviser's update to the Board which reported on achievements in our first year of the Strategy.
6.6	Develop a system of governance to enable transparency in how FSS deal with uncertainty in evidence, and how we weigh evidence and balance risks and benefits to both consumers and other stakeholders in how we make decisions.	Our Evidence and Information Governance statement is published on our website.
6.7	Ensure that official controls are delivered in ways that are proportionate and cost-effective, and review the approach to charging for official controls.	An independent review of our approach to calculating the charge for meat official controls found our approach to be robust. Our operational review project to evaluate the potential for the meat industry to reduce their charges for Official Controls identified a number of opportunities, which we discussed with the industry. A future effective and sustainable official controls system will be considered as part of Regulatory Strategy Programme.

6.8	Develop and embed a digital strategy, including developing our digital capability in line with wider expectations of the public sector in Scotland, to support improved and more efficient ways of working.	<p>Work has commenced to start planning and any new IT projects have been commissioned alongside the principles of SG Digital First (along with looking at legacy platforms) but a formal strategy to govern our approach to developing internal/external digital solutions needs to be developed.</p> <p>Outwith the digital strategy itself we have developed an Open Data plan and Data Vision and Action plan which will in time, underpin any digital strategy.</p>
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Key:

	Completed and/or established and ongoing
	Begun, and on track, but not completed/established
	Not started, behind original schedule, reprioritised, or superseded