

Impact: This is the estimated effect of the risk on the objective(s) in question. This is focussed on scale, scope and resource implications.

Impact	Criteria
Very High - 5	Destructive and unacceptable impact on objectives that would result in a major change to overall approach. Potentially large resource consequences that outweigh current operational circumstances.
High - 4	Significant and unacceptable impact on objectives that would require a material change to critical approach/ procedure/ process. Resource implications would be challenging to absorb within current operational circumstances.
Medium - 3	Moderate impact on objectives that may require multiple changes in approach/ procedure/ process. Acceptable level of resource consequences.
Low - 2	Minor impact on objectives, requires little overall change in approach. Few resource consequences.
Negligible - 1	No real impact on achieving objectives.

Likelihood: This is the estimated chance of the risk occurring. This is focussed on probability.

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

Assessing the Impact and Likelihood of a Risk (5 x 5 Matrix)

Impact	Multiplier					
Very High	5	5	10	15	20	25
High	4	4	8	12	16	20
Medium	3	3	6	9	12	15
Low	2	2	4	6	8	10
Negligible	1	1	2	3	4	5
	Multiplier	1	2	3	4	5
Likelihood		Rare	Low	Medium	High	Very High

Assessing the Overall Risk Level

Risk Level	Score	Risk Level Description
Very High	20-25	<p>Rating: Unacceptable level of risk exposure that requires immediate mitigating action.</p> <p>Reporting: A decision should be taken whether to report the risk to Accountable Officer / Audit Committee level for possible reporting to the Executive Team and Strategic Board.</p>
High	10 - 19	<p>Rating: Unacceptable level of risk which requires controls to be put in place to reduce exposure.</p> <p>Reporting: A decision should be taken as to whether risks recorded as high should be escalated. Scores between 10 and 14 would not usually be escalated where scores between 15 and 19 should be given careful consideration.</p>
Medium	4 - 9	<p>Rating: Acceptable level of risk exposure subject to regular active monitoring.</p> <p>Reporting: At directorate level.</p>
Low	1 - 3	<p>Rating: Acceptable level of risk subject to regular passive monitoring.</p> <p>Reporting: At Directorate level. Consideration should be given as to whether risks recorded as low are still extant.</p>

Risk ID	Strategic Outcome	Risk Description	Controls in Place	Current Impact	Current Likelihood	Current Risk Score	Risk Movement	Action Planned	Risk Owner
1	5 - FSS is a trusted organisation	There is a risk that FSS could lose the confidence and/or trust of consumers due to adverse reactions from stakeholders to decisions made in the public interest, or negative press and/or media commentary which leads to public doubt about the impartiality or authority of FSS's advice, resulting in reputational damage that impacts our ability to deliver across all of the FSS strategic objectives	Protecting public health and consumers' interests takes precedence in all FSS decision-making. Monitoring awareness of and trust in FSS through biannual 'Food in Scotland' consumer tracking survey which show trust and awareness increasing / being maintained. Daily media monitoring, including overall sentiment, in place across all channels. CEO, DCEO and C&M team developing strategic relationships with key media.	3	3	9	Decreasing	Ongoing tracking and monitoring in place, some of which is being used as a key performance measure and reported regularly to the Board. Comms strategy in place which includes targeting key media outlets and developing understanding of FSS's role and remit.	Katherine Goodwin
2	3 - Consumers have healthier diets	There is a risk of a lack of clarity within the diet and nutrition landscape due to the differing roles and responsibilities of FSS and other stakeholders, resulting in an inability for FSS to meet the statutory obligations it has been given to deliver Strategic Outcome 3.	FSS Board Papers setting the direction for improving the Scottish diet, publications such as the Situation Report and ongoing activity to raise awareness of FSS's role amongst the public, government, industry, stakeholders and the media have helped to place FSS strategically at the heart of diet and nutrition. FSS's leadership role was flagged by the Minister for Public Health at the Health and Sport Select Committee on Obesity. FSS position in dietary health reiterated through Board discussion during May. In regular and productive contact with Scottish Government concerning the development of the SG Diet and Obesity Strategy consultation.	3	2	6	Decreasing	Continued work with stakeholders and others.	Elsbeth Macdonald
3	3 - Consumers have healthier diets	There is a risk that, given the limited scope and ambition of the UK Child Obesity Plan, delivery of outcomes specifically appropriate for Scotland, which require action by industry, may be constrained by either preferences for a UK-wide solution across significant sectors of the food industry, or a preference for the UK Government agenda resulting in compromised or delayed outcomes.	Joint working on specific aspects of the COP is underway. The Public Health England reformulation strategy (in the COP) aligns with the FSS Board paper on nutrition. FSS discussing a Memorandum of Understanding with PHE to ensure joint working and exchange of information going forward. FSS is also looking at nutrient profiling which underpins advertising to children. However, Committee of Advertising practice (CAP) rules on advertising on non-broadcast media however falls short of FSS views.	4	2	8	Static	Continued engagement with PHE on reformulation and recently announced plans for action on calorie reduction. No progress with pursuing a topic-specific MoU with PHE, which would be helpful in discussions with industry to clarify those aspects of nutrition policy that FSS has agreed will be taken forward on a UK basis jointly with PHE. Continued engagement with industry over issues beyond those agreed for taking forward on a UK basis. Continued engagement with the Committees of Advertising Practice to develop a case for a more integrated approach to regulation of advertising, building on changes to non-broadcast media advertising announced in December 2016. UK/Scotland officials discussion (FSS, SG and DH) planned for later this year.	Elsbeth Macdonald
4	6 - FSS is efficient and effective	There is a risk that FSS's budget is reduced in future, due to wider financial pressures across the Scottish Administration, that results in FSS having to focus solely on statutory requirements and scale back on a number of non-statutory key initiatives needed to achieve our strategic outcomes, and requires the Board to revise or reprioritise the FSS Strategy which may have a detrimental impact on consumers.	Active management of the budget planning for 2017-18, alongside Corporate Plan priorities and other issues materialising throughout the year. Building and maintaining key relationships in SG Finance and with regard to the LA funding streams. Exploring alternative mechanisms for work previously funded by FSS. Development of FSS Financial Management Plan.	4	4	16	Increasing	This risk has been scored as increasing as are aware of wider budgetary pressures across Government. Progressing with the development of the FSS Financial Plan which looks out across the life of the Corporate Plan and will build scenarios based on likely budgetary pressures. Wider business planning event scheduled for end November to discuss budget plans and organisational priorities.	Garry Mournian
5	4 - Responsible food businesses flourish	There is a risk that FSS fails to protect the reputation of the Scottish food and drink sector from the impact of food fraud due to a lack of information, capability or capacity that enables action to be taken. This could result in failure to adequately deliver our aspirations of responsible food businesses flourishing and that consumers having confidence that food is authentic.	Launch of FSS Scottish Food Crime hotline in association with Crimestoppers. Roll out of a single intelligence management system across all 32 Scottish Local Authorities and an information sharing agreement with the Food Industry Intelligence Network (FIIN) has supported a good flow of information coming into FSS Scottish Food Crime and Incident Unit (SFCIU). The CLIO incident management system is now being rolled out. This system will improve information management for food incidents and will enable FSS to share intelligence and information with interested parties in a controlled manner as well as providing a single repository for all documentation / communications relating to an incident. CLIO is also being used for intelligence development documents. Members of the EU Food Fraud Network.	3	2	6	Decreasing	Further discussions being held with SFELC and Food Fraud Working Group around development of an MOU to agree ways of working in fraud cases between SFCIU and LAs. Work is also progressing well with respect to the independent review of incident management processes and final report should be available by spring 2018.	Ian McWatt

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6	3 - Consumers have healthier diets	There is a risk that FSS's statutory role in relation to tackling Scotland's poor diet and improving public health outcomes could conflict with priorities around the economic growth in the food and drink sector.	The potential for tension between diet/health and economic growth is recognised at senior level in Scottish Government. SG Diet and Obesity Strategy and Good Food Nation recognise this potential and work is ongoing to ensure both positive health outcomes and economic growth	4	2	8	Static	Ongoing engagement with the SG Strategy Unit and the senior officials' Cross Government food policy group established within SG. FSS recommendations submitted to SG to help inform the SG Diet and Obesity Strategy consultation published in Oct 2018. Working with Good Food Nation - proposals support balance between health and economic growth.	Elspeth Macdonald
7	5 - FSS is a trusted organisation	There is a risk that FSS is not sufficiently agile or capable in translating complex evidence-based policy into user-friendly consumer advice, resulting in missed opportunities to make a strategic and positive impact on consumer protection and health.	Communications and marketing strategy in place to support translation of FSS's priorities into consumer-facing information.	2	2	4	Decreasing	Continuing to develop consumer-facing and friendly activity and ensure language is accessible. C&M branch continue to work with other branches to adapt policy language to become more consumer-facing, including through new website. Undertaking social media listening work to better understand consumer attitudes, needs and wants via these channels. Given the current risk level, it is the SMT recommendation to move this risk to the SMT risk register.	Elspeth Macdonald
8	1 - Food is Safe	There is a risk of inconsistent delivery of food and feed official controls due to the resources available not matching the statutory requirements. This lack of sufficient resource could result in environmental health and trading standards services becoming unsustainable as they currently operate, and FSS's ability to ensure consumer protection being undermined.	FSS Operations Directorate maintains very close engagement with all Scottish Local Authorities. In addition to auditing LA delivery, engagement directly with Lead Food Officers through forums such as SFELC and Food Liaison Groups provides good intel as to areas of current or emerging risk. Work is currently underway to improve our access to LA data. Scottish National Database pilot now moving to live phase. Feed model now fully developed and work progressing well with agreeing MOU with the 9 newly appointed Regional Authorities. Development of ANNEX 5 work.	4	4	16	Static	Remaining LA's for SND pilot now scheduled to be on board by end of December 2017. Feed consultation launched. New delivery model will be implemented May 2018. Contingency measure with continued LA delivery in place. Discussions also ongoing with SG Finance ref transfer of funding	Ian McWatt
9	4 - Responsible food businesses flourish	There is a risk that key stakeholders fail to recognise the importance of FSS's key regulatory functions to support exports and international trade as a result of the EU referendum outcome. This could result in an inability to secure exports and adversely impact on FSS' reputation and ability to protect consumer interests	Building and maintaining key stakeholder relationships and keeping engaged. Connecting regularly with SG, FSA and Defra, including the SG food hub on EU exit, and fully engaged in the Europe and Constitution Programme. Chair/CE/DCE met with Mr Russell, lead Minister, in May. Board discussion held in March, and cross-FSS discussion and debate through the Corporate Leadership Group. Detailed analysis underway of the legislative changes that will be needed to food and feed law.	4	2	8	Static	Board discussion scheduled for November.	Elspeth Macdonald

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10	1 - Food is Safe	There is a risk of increased frequency of outbreaks of foodborne illness or other food incidents should there be a failure of controls by food business operators that might reasonably have been detected and prevented through the delivery of official controls. This could result in serious cases of human illness and other risks to public health, loss of confidence in the food supply chain and loss of trust in regulatory bodies.	Ongoing training for FSS and LA partners in Level 4 HACCP as well as engagement by FSS at Food Liaison Group level and through SFELC is actively supporting the maintenance of food safety skills by regulatory / enforcement personnel. Enforcement Delivery Branch actively engages with and provides support to Local Authorities principally through Working Group activity but also through provision of guidance materials and Enforcement letters to LA Lead Food Officers.. FSS LA audit has also been recalibrated to ensure greater alignment with the legal obligations placed on LAs in terms of food official controls. Detailed Guidance to LA's on Official control activity at Approved Establishments has been completed and a pilot to test the approach commenced in September 2017. Use of CLIO system	5	3	15	Static	A bespoke training course has been developed for FSS and this will be delivered via 3 courses during this financial year . Other activities include FSS pilot of a new Annex 5, development of a new compliance model as part of our Regulatory strategy, development of a specialist officer network across all Scottish LAs as well as ongoing work re. unpasteurised cheese production. There is also ongoing dialogue through SFELC and the food safety sub group and LA Food Liaison groups to ensure risks to the consumer are identified, action prioritised and review, where necessary, of operational guidance. This further ties into development work around Annexe 5 and ensuring FSS has access to up to date information through the development of the Scottish National Database. Agreed recruitment of additional personnel in Enforcement Delivery branch to progress roll out of Annexe 5 but also, crucially the review of the Food Law Code of Practice. Timescale for implementation now compressed and will see project outturn in 2019 instead of 2021.	Ian McWatt
11	1 - Food is Safe	There is a risk that consumers could have unrealistic expectations that food safety controls considered proportionate and appropriate by FSS will reduce all risks for consumers to zero, resulting in consumers not understanding their own responsibilities for food safety, leading to foodborne illness.	Ongoing dissemination via social media and online channels of information and advice for consumers on their responsibilities for how storing, preparing and cooking for themselves and others. Consumer-facing food safety campaigns (eg Pink Chicken, Festive) and events (eg Edinburgh International Science Festival, Fresher's Fairs) to remind consumers at key points about individual responsibility for ensuring food is safe. Behaviour change campaign aimed at disrpyting complacency regarding food poisoning in the home, particularly for vulnerable groups,. and encouraging safe practices in development.	4	2	8	Static		Katherine Goodwin
12	6 - FSS is efficient and effective	As FSS'S regulatory and operational delivery functions are largely related to EU law, there is a risk that, given the tight timescales and ongoing uncertainty about constitutional issues, FSS does not have adequate time to prepare for the effect this will have in Scotland. This would affect our capability and capacity to achieve our strategic plan, for example through loss of statutory levers or through diverting resources away from carrying out the key activities agreed in the corporate plan.	Brexit-specific risk register identifying and mitigating for risks specifically associated with withdrawal from the EU. Continue to engage with SG/FSA closely on evolving thinking. Board discussion on Brexit in November - Board paper to include outputs from consumer engagement.	5	4	20	New	Continued uncertainty associated with the UK's exit of the EU and the EU (Withdrawal) Bill make exit planning challenging, as there is no clarity as yet over nature of the exit. Ongoing negotiations between UKG and SG on the EU Withdrawal Bill and UK Frameworks - critical factor re. exit-readiness time. Currently undertaking detailed analysis of FSS's food and feed legislation to help assess the scale of the legal work that will be needed. Once this is completed, will assess the workload and consider the implications for other planned work. Board discussion scheduled for November.	Elspeth Macdonald