

Food Standards Scotland

Strategic Risk and Issue Register Report

1 Purpose of the paper

1.1 To provide ARC with an update on the Quarter 3 (Q3) and Quarter 4 (Q4) 2023/24 Strategic Risk and Issue Registers.

1.2 The ARC is asked to:

- **Note and review** the updated Q3 & Q4 2023/24 Strategic Risk Register (**Annex A**) which explains the risks in more detail. All changes are marked in red.
- **Note and agree** the decrease in score for risk 2 from 150 to 100.
- **Note and agree** the proposal to remove risk 2 from the Strategic Risk Register.
- **Note and agree** the decrease in score for risk 7 from 200 to 150.
- **Note and agree** the proposal for risk 8 to be recast as a strategic issue.
- **Note and review** the updated Q3 & Q4 2023/24 Strategic Issue Register (**Annex B**). All changes are marked in red.

2 Background

2.1 Risks and issues continue to be discussed at Directorate Level and SLT for proposed escalation with subsequent review at the Strategic Risk Management Forum (SRMF) before submission to the ARC.

2.2 Alongside the creation of the Corporate Plan 2024-26, a review of risks to delivery has been carried out. SRMF have provided a combined Q3 and Q4 update of the strategic risks and issues due to the development of the proposed Strategic Risk Register and Issue Register for 2024-26. The proposed risks will be reviewed by the FSS Board on 20th March 2024 as part of the new Corporate Plan, with an aim to bring the new Strategic Risks and Issues to ARC in Q1 2024/25.

3 Summary: Strategic Risk Register

3.1 The Strategic Risk Register was last reviewed by ARC on the 29th November 2023, with the following points noted:


- the decrease in score for risk 5 from 100 to 75 and proposed de-escalation from the Strategic Risk Register to management at Divisional level.
- the increase of risk 7 from 100 to 200.
- the rewording of issue 2.

3.2 The SRMF met on 12th February 2024 where senior managers, subject matter experts and risk owners discussed risks and issues across FSS. The group proposed the following for the Q3 and Q4 reporting period:

- **Risk 2** (Figure 1). ARC to note and agree the decrease in risk score from 150 to 100. This risk increased in score in Q1 in relation to emerging artificial


intelligence issues (AI) impacting recruitment across FSS. These issues around AI have since reduced. It is proposed to remove this risk following its incorporation in with a proposed strategic risk for 2024-26; Shared Services Programme.

Figure 1: Risk 2 Delays in Recruitment

Risk Description	Score / Trend
<p>Cause: Lack of Scottish Government investment in HR Resource, outdated IT, Silo working between SG Recruitment and On-boarding teams and a general failure to modernise its approach to recruitment.</p> <p>Event: Continual inconsistent and inadequate service provision provided to FSS from SG Shared Services.</p> <p>Effect: Significant delays in FSS recruitment and On-boarding has led to a high number of vacancies and vulnerabilities which has placed acute pressures on FSS ability to deliver upon Operational services. This ineffective system could lead to severe criticism and reputational damage from Business Owners, Politicians and National Media.</p>	 <p>2*50 = 100 (was 3*50 = 150)</p>

- Risk 7** (Figure 2). ARC to note and agree the decrease in risk score from 200 to 150. Discussions with SG around public service reform funding indicate that it is increasingly unlikely resources will be available (especially capital investment) to realise the ambitions of the Scottish Veterinary Service (SVS) programme and public ministerial announcements are expected shortly. Should SVS no longer proceed this leaves the Good Food Nation (GFN) as the principal contributor for this risk and further rescoreing above the proposed March 24 adjustment to likelihood may be required.

Figure 2: Risk 7 Changes to FSS’s Role and Remit

Risk Description	Score / Trend
<p>Cause: FSS is directed by Ministers to deliver on new responsibilities or that we have responsibilities relieved from us. Presently potential changes include a risk that the proposed SVS announced by Mairi Gougeon would remove or change our meat hygiene inspection functions. Given financial constraints, Scottish Ministers (SM) may defer setting up a Food Commission under the GFN Act and expect FSS to pick up the function pending its creation.</p> <p>Event: Changes to FSS strategy and work plan are needed based on Ministerial decision on our roles and responsibilities.</p> <p>Effect: For SVS a reduction in our staffing and budget for OV’s or an expectation that more be delivered by FSS on</p>	 <p>3*50 = 150 (was 4*50 = 200)</p>

GFN, additional work may flow to FSS should a Food Commission be deferred whilst GFN plans continue to be developed.	
--	--

- **Risk 8.** Proposed that risk 8, External Policy Pressures, should be recast as a strategic issue given many of the challenges currently being faced across the Policy & Regulatory Affairs Division are a direct result of this risk having already materialised.

4 Summary: Strategic Issue Register

4.1 Post discussion with issue owners, relevant subject matter experts and the SRMF, the issues have remained stable this reporting period, with the following point to note below:

- **Issue 2 Local Authority Food Law Delivery Model.** Following the reconfiguration of the issue, the actions were reviewed by Business Leads. It was agreed at the SRMF that Animal Feed Delivery will be removed from issue 2 and incorporated in to a proposed strategic risk for 2024-26 covering Official Control Delivery. It was also agreed to remove the Imports action; SAFER is the main action under issue 2 and following the reconfiguration, Imports no longer fits within this piece as it's a subset of the wider Local Authority resourcing challenges in relation to the delivery of food and feed official controls.

5 Conclusion

5.1 The ARC is asked to

- **Note and review** the updated Q3 & Q4 2023/24 Strategic Risk Register (**Annex A**) which explains the risks in more detail. All changes are marked in red.
- **Note and agree** the decrease in score for risk 2 from 150 to 100.
- **Note and agree** the proposal to remove risk 2 from the Strategic Risk Register.
- **Note and agree** the decrease in score for risk 7 from 200 to 150.
- **Note and agree** the proposal for risk 8 to be recast as a strategic issue.
- **Note and review** the updated Q3 & Q4 2023/24 Strategic Issue Register (**Annex B**). All changes are marked in red.

Amy Still
Business Performance Reporting Officer
Amy.Still@fss.scot
11th March 2024

Annex A – Strategic Risk Register – see attached

Annex B – Strategic Issue Register – see attached