

Food Standards Scotland

For safe food and healthy eating

**Strategic Issue Register:
Q3 & Q4 2023/24**



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

	2022-2023								2023-2024							
	Q1		Q2		Q3		Q4		Q1		Q2		Q3		Q4	
Issue	Priority	Severity	Priority	Severity	Priority	Severity	Priority	Severity	Priority	Severity	Priority	Severity	Priority	Severity	Priority	Severity
1. FSS Budget Allocation	Very High ↔	Very High ↔	Very High ↔	Very High ↔	Very High ↔	Very High ↔	Very High ↔	Very High ↔	Very High ↔	Very High ↔	Very High ↔	Very High ↔	Very High ↔	Very High ↔	Very High ↔	Very High ↔
2. Local Authority Food Law Delivery Model			Very High ↔	Very High ↔	Very High ↔	Very High ↔	Very High ↔	Very High ↔	Very High ↔	Very High ↔	Very High ↔	Very High ↔	Very High ↔	Very High ↔	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: G McEwan	Version: 2.0	Date issue raised: 24 August 22, by Geoff Ogle (FSS CEO) Date issue reviewed: Feb-24 Current status: ongoing
Issue Title		Issue Description	
FSS BUDGET ALLOCATION <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>		Escalation history: <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	
Insufficient revenue budget impacts upon FSS’s ability to delivery on all Strategic Objectives.		<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 1		Priority	Very High	Severity	Very High		
CONTROLS IN PLACE							
Quarter 3 & 4							
Goal	Actions	% Complete	Status	Original Completion Date	Revised Completion Date	Action Owner	
ALL	Public Service Reform Programme: PSRP has commenced and FSS have made an initial submission which is likely to require further work with an emphasize on collaboration income generation, and shared service provision	20		2033		G McEwan	
	Corporate Services are in the process of developing a 2024-26 Corporate Plan based on essential business needs and resource requirements. This plan will identify key deliverables for FSS between now and 2026 in line capacity and budget allocation	85		Apr-24		G McEwan	
	Identify collaborative specialist resourcing opportunities with other similar organisations to improve capacity and capability at minimal costs	80		Apr-24		FSS Directors	
	Financial management plan being finalised which will provide an options appraisal and risks associated with budget planning years 2024-2026	80		Apr-24		G McEwan	



Strategic Issue No 2:

Increasing resource pressures, including finance and staff, on Local Authorities and FSS has resulted in a delivery model which lacks the capacity, capability and competency needed to meet current and future challenges

Local Authority Food Law Delivery Model

Issue No: 2	Executive Lead: I McWatt / L Murray	Version: 2.0	Date Issue raised: Oct-22 Date issue reviewed: Feb-24 Current status: ongoing
Issue Title		Issue Description	
<p>Local Authority Food Law Delivery Model</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 collectively 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. 	

Local Authority Food Law Delivery Model

ISSUE 2		Priority	Very High	Severity	Very High		
CONTROLS IN PLACE							
Quarter 3 & 4							
Goal	Actions	% Complete	Status	Original Completion Date	Revised Completion Date	Action Owner	
1	Imports Provide assurance that FSS is meeting its obligations under the UKG Border Target Operating Model (BTOM) with regard to imported food and feed into Scotland; coordinating with internal FSS delivery teams, Scottish Government, the FSA and Defra as required to ensure appropriate SPS checking regimes are in place in accordance with BTOM timelines	60		Oct-24		S-McKeown J-Howie	
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	
1,3,5	SAFER Programme launching provisionally December 2023 to address the continued deterioration of LA capacity and capability in delivering food law interventions. FSS will work to implement an effective strategy and programme of work to mitigate the risk of complete LA food law enforcement failure.	10		TBC - programme currently being defined	TBC - programme currently being defined	L Murray	