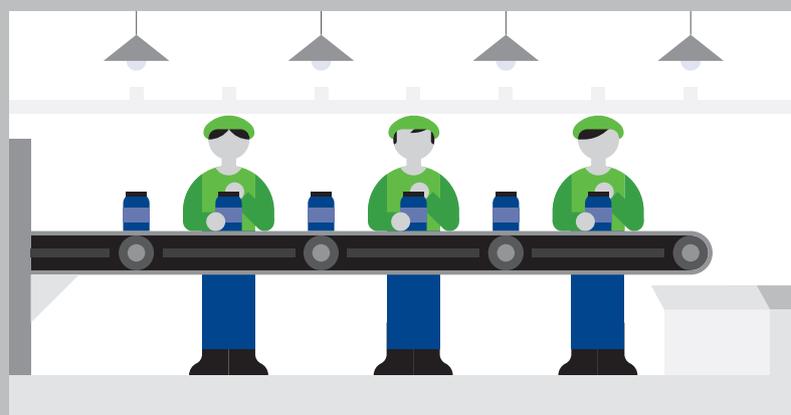
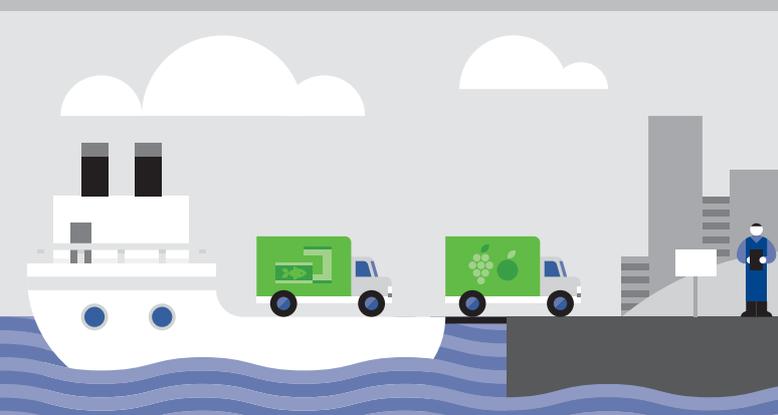




Strategy 2019–2023



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Foreword

Safe and trustworthy food for everyone is the vision of the Food Safety Authority of Ireland (FSAI), and our new Strategy sets out how we plan to deliver on that vision from 2019 to 2023. The ambitious five-year Strategy will protect consumers by improving compliance among Irish food businesses through enhanced collaboration and enforcement of food law, and by leveraging the best science and evidence available.

Partnerships and collaboration are, and will continue to be, key enablers of our ability to deliver on our commitment of providing safe and trustworthy food to all consumers in Ireland and in our 180 export markets around the world. We will continue to oversee the enforcement of food law throughout the industry by working in partnership with our official food agencies and other State agencies. Further building on and strengthening our relationships with other key stakeholders is a key focus in order to ensure that Ireland's food system delivers the safest food possible and is based on integrity and authenticity. Over the next five years, the FSAI will be operating in a continuously evolving, challenging environment. This dynamic environment is being driven by regulatory changes to official controls, a continuously innovating and expanding industry, and an increasingly complex global food system in which food safety risks continue to exist and become more challenging to pre-empt and manage. In addition, Brexit poses its own unique challenges, and an area of focus for the FSAI will be how our new relationship with the United Kingdom will impact on food safety controls, logistics and regulation.

Our Strategy was informed by those challenges and by feedback from the professional teams within the food safety control system, the national risk assessment, the Programme for Government and the Government Departments' Statements of Strategy, as well as our own key stakeholders and the general public. We have also been guided by an independent panel of international experts. Our extensive consultations have enabled us to define four key goals built around our key areas of activity, namely:

- **Enforcement and compliance**
- **Science, expertise and evidence**
- **Communication and engagement**
- **Organisational excellence**

The Strategy not only sets out what the FSAI will do, but also identifies 14 outcomes which will be measured in order to continually assess our performance.

In real terms, our Strategy provides for the continuous development and empowerment of our people, allowing for team building and the development of new capabilities and skill sets, so that we can foster our in-house resources to deliver an impactful regulatory organisation, both nationally and internationally. Enabling research and scientific evaluation is central to our Strategy, as these activities are critical to deepening our knowledge of the known risks and to identifying emerging risks to food safety and integrity. This in turn enables us to manage the risks to consumers and their health accordingly.

The Strategy sets out new ways to engage effectively with our stakeholders in order to provide clear guidance on the increasingly complex regulatory environment, with a focus on working to increase compliance, being fair and consistent in the enforcement of food law, and continuously raising standards across all parts of the food chain. It will fundamentally create a more effective, efficient organisation that uses science, regulation and collaboration to deliver the best food safety controls that protect consumers.

In 2019, the first year of our new Strategy, we will focus our efforts on preparedness for the new official controls regulation and Brexit; building our evidence base; enhancing our resilience to food crises; and strengthening our relationships with our stakeholders. As one of Europe's first food safety regulatory agencies, the FSAI is celebrating its 20th year, and the Strategy is our exciting new roadmap.



A handwritten signature in black ink that reads "Pamela A. Byrne".

Dr Pamela A. Byrne
Chief Executive Officer
February 2019

OUR VISION

Safe and trustworthy food for everyone

OUR MISSION

We protect consumers and raise compliance through partnership, science and food law enforcement

OUR VALUES

Integrity, respect, passion, transparency, teamwork and collaboration



OUR GOALS

Enforcement and compliance

Science, expertise and evidence

Engagement and communication

Organisational excellence



Goal 1 Enforcement and compliance

To enforce food law and increase compliance, in collaboration with our regulatory partners, through a world-class food control system

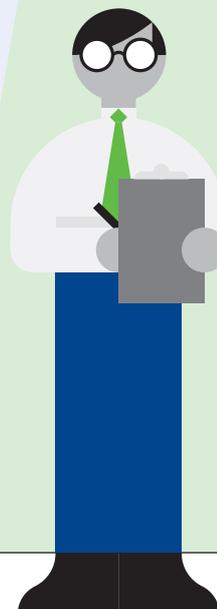
OBJECTIVES	ACTIONS	OUTPUTS
<p>1 Lead and support Ireland's food safety regulators to implement a fair, consistent and effective system of enforcement.</p>	<ol style="list-style-type: none"> 1. Develop and review guidance to support regulators to enhance consistency in enforcement. 2. Deliver relevant training, in partnership with official agencies, to ensure the effective implementation of official controls. 3. As Brexit develops, work with official agencies to identify implications for official controls and develop appropriate responses. 4. Comprehensive service contracts monitored, managed, reviewed and updated as required. 	<ul style="list-style-type: none"> • Guidance Notes developed, updated and published. • Training for official agencies delivered. • Contracts reviewed/managed. • Liaison activities with official agencies. • Official controls take account of the expanding agri-food industry and Brexit.
<p>2 Manage risks in the food chain and respond effectively to any national or international food incident or crisis.</p>	<ol style="list-style-type: none"> 1. Adopt a problem-solving, integrated and organisation-wide approach to address priority food safety issues. 2. Manage food incidents effectively with national and international partners. 3. Further develop food incident management systems to deal with food crises. 4. Implement proactive, evidence-based risk management approaches. 	<ul style="list-style-type: none"> • Targeted interventions aimed at risk reduction. • Incidents managed. • Participate in national/international incident management fora. • Unsafe and non-compliant food removed from the market.
<p>3 Ensure the safety, integrity and authenticity of the food chain by detecting, deterring and preventing breaches of food law, and taking action to protect consumers.</p>	<ol style="list-style-type: none"> 1. Improve intelligence-led investigation capability. 2. Make appropriate use of enforcement measures to secure and promote compliance with food law. 3. Improve intelligence capability to inform risk-based official controls, in order to manage threats to the integrity and authenticity of the food chain. 4. Carry out official controls activities, as appropriate. 	<ul style="list-style-type: none"> • Risk-based official control programmes implemented by official agencies and the FSAI. • Appropriate use of enforcement measures. • Intelligence-led investigations completed. • Appropriate responses to protected disclosures.
<p>4 Strive for a world-class official food control system for Ireland which delivers the best outcomes for consumers.</p>	<ol style="list-style-type: none"> 1. Make best use of official control data and other data to improve targeting of resources. 2. Improve transparency of official control activity, in order to communicate better to consumers on the results of official controls. 3. Work with official agencies and legislators to develop official control system to comply with Official Controls Regulation (EU) 2017/625. 4. Evaluate, develop and apply international best practice. 5. Support internal audit systems within official agencies and conduct external audits. 	<ul style="list-style-type: none"> • Official control audits carried out. • Implementation of improvement programmes following audit activities. • Participation in initiatives relating to international best practice. • Work with official agencies to implement best practice.

PERFORMANCE MEASURES

- Guidance documents used to improve consistency of enforcement.
 - Number of training courses delivered is in line with needs of official agencies, resulting in more effective official controls.
 - Official controls Brexit-proofed.
 - Service contracts managed effectively.
-
- Increased compliance and reduced risks.
 - Food incidents managed effectively.
 - Unsafe/non-compliant food removed from the market.
 - Fit for purpose food incident management systems which evolve with future trends.
 - Robust risk management approaches implemented.
-
- Trained investigators.
 - Enforcement measures used appropriately.
 - Vulnerabilities along the agri-good chain identified, assessed and controlled using intelligence-led approaches.
 - Central hub for intelligence developed.
-
- Efficient official controls across the food chain.
 - Maximise transparency of official control data for consumers' benefit.
 - Official controls system which complies with Official Controls Regulation (EU) 2017/625.
 - Participation in programmes of international engagement to share and implement best practice.
 - Transparent internal audit systems in place in official agencies and verified by external audits.

EXPECTED OUTCOMES

- Comprehensive, effective, and consistent official controls are in place across the FSAI and the official agencies, thereby delivering increased standards of food safety and innovative solutions to reduce risk.
- The safety, authenticity and integrity of the food supply chain in Ireland is enhanced through official controls that detect and deter non-compliances, including fraudulent practices.
- Ireland's official food controls for food safety are demonstrated to be among the world's best operational models.



Goal 2 Science, expertise and evidence

To advance food safety and integrity through independent science, expertise and a strong evidence base

OBJECTIVES	ACTIONS	OUTPUTS
<p>1 Support risk-based decision-making and policy with high-quality, independent expertise.</p>	<ol style="list-style-type: none"> 1. Drive a dynamic Scientific Committee. 2. Provide comprehensive evidence-based risk management support. 3. Develop science-based policy support advice. 	<ul style="list-style-type: none"> • Published advice from the Scientific Committee. • Evidence-based decision support documents. • Policy support advice issued to the Department of Health and the Department of Agriculture, Food and the Marine.
<p>2 Expand the evidence base through research, coordinated studies and scientific collaboration.</p>	<ol style="list-style-type: none"> 1. Increase FSAI-coordinated or funded research and evidence generation. 2. Explore data analytics approaches. 3. Foster more collaboration with third-level institutions. 4. Further influence the wider research agenda. 	<ul style="list-style-type: none"> • FSAI-funded research publications and coordinated food studies. • Expanded the FSAI data warehouse and improved data analytics capabilities. • Joint events, lecturing, training and staff sharing with third-level institutions. • Involvement in funding body research, strategy setting and evaluations.
<p>3 Advance risk assessment practice to promote trust and engagement.</p>	<ol style="list-style-type: none"> 1. Implement the Science Strategy 2017-2019. 2. Improve risk assessment capability. 3. Engage with and support the European Food Safety Authority (EFSA). 4. Adopt new approaches to communicate risk assessment output and uncertainty. 	<ul style="list-style-type: none"> • Science Strategy 2017-2019 outputs. • Risk assessments that are fit for purpose. • Participation in EFSA activities and support provided through the EFSA Focal Point. • New scientific communication framework.
<p>4 Grow our ability to identify emerging risks and threats to the food chain.</p>	<ol style="list-style-type: none"> 1. Pre-empt and prevent emerging risks and threats through collaborative activities. 2. Adopt predictive approaches and data analysis methods. 3. Create new systems to identify emerging risks and threats. 	<ul style="list-style-type: none"> • Collaborative fora and joint initiatives. • Vulnerability assessments and threat analysis. • Emerging risks and threats identified.
<p>5 Influence the development of food standards and enforcement approaches at European and international level.</p>	<ol style="list-style-type: none"> 1. Influence direction of European legislation development. 2. Active involvement in Codex Alimentarius international standards development. 3. Increased sharing of FSAI expertise with international partners. 	<ul style="list-style-type: none"> • Irish contribution to EU legislation development. • Leadership and input into Codex Alimentarius food standards and guidelines. • FSAI involvement in collaborative international food safety initiatives. • Number of foreign delegations visiting the FSAI.

PERFORMANCE MEASURES

- An agreed published workplan reviewed annually by the Scientific Committee.
 - Published documents from the Scientific Committee.
 - Scientific support documents and data analysis for risk management actions.
 - Policy advice documents issued to Government.
 - Expert support for Government policy development/action groups.
-
- Publication of FSAI-funded research.
 - Peer-reviewed publications from FSAI staff.
 - Coordinated food study reports.
 - Activities with third-level institutions.
 - Research strategy contributions and expert evaluations.
 - Routine analysis and dissemination of FSAI data.
 - Generation of datasets and expansion of the FSAI data warehouse to support risk assessment and risk management.
-
- Documented activity against the Science Strategy 2017-2019 implementation plan.
 - Evidence of expanded capacity of capability in risk assessment and engagement with EFSA.
 - EFSA Focal Point in place.
 - Plain language interpretation of risk assessments and science communication on social media platforms.
-
- Automated systems for emerging risks and threats signal identification.
 - Communication of emerging risks and threats signals inside and outside the FSAI.
 - Expanded expert networks for identification and analysis of emerging risks and threats.
 - Emerging risks and threats analysis and action process implemented.
 - Publication of vulnerability and threats assessments.
 - Communication through the Administrative Assistance Co-operation on Food Fraud to identify and address emerging food fraud and authenticity issues across EU member states and third countries.
-
- Support to the Department of Health and the Department of Agriculture, Food and the Marine regarding European Commission and European Council working groups.
 - Contributions and/or leadership of Codex Alimentarius working groups and participation at Codex Alimentarius committees.
 - Participation in knowledge-sharing initiatives with third countries independently and through Sustainable Food Systems Ireland.
 - Involvement with international food safety and nutrition expert groups.
 - Foreign delegations seeking advice and visiting the FSAI to learn about Ireland's operational model for official food controls.

EXPECTED OUTCOMES

- Research to strengthen the science and evidence base for risk assessments that support risk-based controls and policy advice.
- Proactive identification and communication of emerging risks to the food chain.
- Recognition of the FSAI as a science-based organisation with a highly skilled and committed scientific staff.
- EU and international food standards and controls that protect the consumer and are proportionate to the risks.



Goal 3 Engagement and communication

To be a leader in the safety and integrity of food through communication, partnership, collaboration and advocacy

OBJECTIVES	ACTIONS	OUTPUTS
<p>1 Provide clear and evidence-based advice and information to promote food safety and build compliance with food law.</p>	<ol style="list-style-type: none"> 1. Deliver timely, clear and comprehensible information on food safety requirements. 2. Advance digital capability to broaden the communication reach. 3. Utilise a wide range of relevant communication methods to inform all stakeholders on food safety. 4. Achieve open and transparent communication. 	<ul style="list-style-type: none"> • Industry guidance documents and advice. • Website content converted for digital rather than print use (written in plain English), as appropriate. • Ensure that all information is in the right format and can be accessed and understood by the target audience. • Operate an Advice Line for our customers, in line with our Customer Charter. • Utilise digital communication channels to increase engagement with target audiences. • Development of additional e-learning modules for industry. • Develop and maintain a communications strategy.
<p>2 Work in partnership with Government, other state agencies, academia and civil society organisations to champion food safety within Ireland.</p>	<ol style="list-style-type: none"> 1. Support and advise Government on all matters relating to food safety. 2. Ensure that effective and beneficial Memoranda of Understanding (MOUs) are in place. 3. Establish shared initiatives with academic institutions. 4. Enhance awareness of food safety issues. 	<ul style="list-style-type: none"> • Advice provided, as requested and as and when necessary. • MOUs in place with relevant stakeholders. • Shared initiatives explored and devised. • Stakeholders proactively informed of food safety issues.
<p>3 Collaborate with key stakeholders to foster and promote a culture of food safety and compliance within Ireland's food industry.</p>	<ol style="list-style-type: none"> 1. Target communication to key stakeholders to promote compliance. 2. Collaborate with stakeholders on the development and delivery of training programmes to ensure the consistency and quality of information communicated. 3. Work with industry to empower/equip Ireland to respond and deal effectively with national and international impacts of Brexit. 4. Coordinate and lead on industry fora groups. 5. Coordinate and support the Food Safety Consultative Council. 	<ul style="list-style-type: none"> • Pilot/explore new approaches and platforms to building a better food safety compliance culture in industry sector-specific communications. • Co-design food safety training programmes with stakeholders. • Regular communication and advice to industry on the potential impacts of Brexit. • Industry fora meetings take place. • An active Food Safety Consultative Council.
<p>4 Improve our capacity and capability by working with others to advocate for safe and trustworthy food for everyone.</p>	<ol style="list-style-type: none"> 1. Provide appropriate, independent and timely communication on food safety. 2. Work to ensure that food safety is an integral part of national policies on food. 3. Amplify the voice for food safety. 4. Promote Ireland as a leader in the safety and integrity of food. 	<ul style="list-style-type: none"> • Timely communication on food safety-related matters. • Work with partners and collaborators to raise awareness of the importance of food safety being integrated into relevant national policies. • Food safety is recognised as a key component of Irish societal health and well-being. • Enhanced/targeted engagement using a strong evidence-base to promote Ireland as a leader in food safety with national and international partners.

PERFORMANCE MEASURES

- Increased promotion and awareness of food safety requirements.
- Website content converted.
- Survey of industry and food inspectors indicates satisfaction with information.
- Digital communication channels expanded.
- Additional e-learning modules available and utilised.
- Communications strategy published and actioned.

- The FSAI recognised by Government and other state agencies as a key contact for advice and information.
- MOUs in place with relevant stakeholders.
- Shared initiatives identified and actioned.
- Awareness of food safety issues increased.

- New approaches explored and piloted/delivered.
- Sector-specific messages delivered and increased engagement from stakeholders.
- Sector-specific training initiatives delivered.
- Industry-specific Brexit advice available.
- The FSAI supports, and inputs into, industry fora.
- Food Safety Consultative Council supported.

- Communications materials published.
- Food safety integrated into relevant national policies.
- Government and state agencies continue to acknowledge the importance of food safety.
- Number of invitations received by the FSAI to participate in or contribute to national and international events and reviews.

EXPECTED OUTCOMES

- Ireland is recognised as a leader in the safety and integrity of food.
- Our partners and collaborators continue to advocate for a strong food safety system.
- We are recognised as the leading authoritative source for information on the safety and integrity of food in Ireland.
- Our communications are accurate and timely and provide relevant information for our stakeholders.



Goal 4 Organisational excellence

To empower our people, strengthen our systems, and develop our culture to achieve organisational excellence and maximise our impact

OBJECTIVES	ACTIONS	OUTPUTS
<p>1 Ensure a high-performing and empowering culture for our people, built on innovation, shared values and teamwork.</p>	<ol style="list-style-type: none"> 1. Identify and implement initiatives to nurture trust, collaboration and change resilience in order to enhance the working environment. 2. Ensure that structures, skills and competencies are aligned to the optimal delivery of the FSAI's Strategy 2019-2023. 3. Enhance the working culture of the FSAI through ensuring that we are true to our values, support innovation, and demonstrate consistent leadership. 4. Implement communications and consultative strategy to enhance the working environment. 	<ul style="list-style-type: none"> • Annual staff survey. • Workplace initiatives supported and budgeted for. • Workforce strategy developed. • New Performance Management and Development System (PMDS) implemented and embedded. • Workforce plan implemented. • Internal communications strategy implemented and maintained.
<p>2 Provide a robust and targeted information framework to deliver internal efficiencies and meet stakeholder and customer needs.</p>	<ol style="list-style-type: none"> 1. Provide quality information systems to support operations, increase efficiency and improve service delivery. 2. Ensure that information/data provided is accurate, timely and accessible. 3. Continue the development of a data-centric organisation through the use of technology and processes. 4. Provide a platform for digital interaction through the FSAI website, and appropriate social media channels, to enhance the quality of services provided. 	<ul style="list-style-type: none"> • Website content and format designed to deliver on stakeholder expectations utilising the latest technologies to include social media interaction. • Centralise internal data processing and facilitate improved data transfers from stakeholders in order to optimise national analysis of food safety data. • Delivery of the FSAI Data Strategy and identified business benefits. • Information systems in place to support efficient and effective scientific analysis and informed decision-making. • The FSAI Advice Line operates in line with our Customer Charter.
<p>3 Ensure that our governance structures support informed and accountable decision-making underpinned by responsive leadership, risk management processes and compliance.</p>	<ol style="list-style-type: none"> 1. Continuously review the implementation of the FSAI Strategy 2019-2023, prioritise resources and report extensively. 2. Utilise financial information, evaluation metrics and value for money initiatives to ensure informed decision-making. 3. Ensure compliance with the Code of Practice of Governance in State Bodies (2016) and all planning and reporting obligations in the FSAI Oversight Agreement and Performance Delivery Agreement. 4. Ensure a framework to maintain the effectiveness of the FSAI Board and its committees. 5. Ensure the alignment of the FSAI's business plans in order to meet regulatory requirements and wider national objectives. 	<ul style="list-style-type: none"> • Annual Controller and Auditor General approval of accounts. • Maintenance of compliance with the Code of Practice of Governance in State Bodies (2016) with a Risk Management Framework in place and maintained. • Defined, implemented and maintained decision-making structures.

PERFORMANCE MEASURES

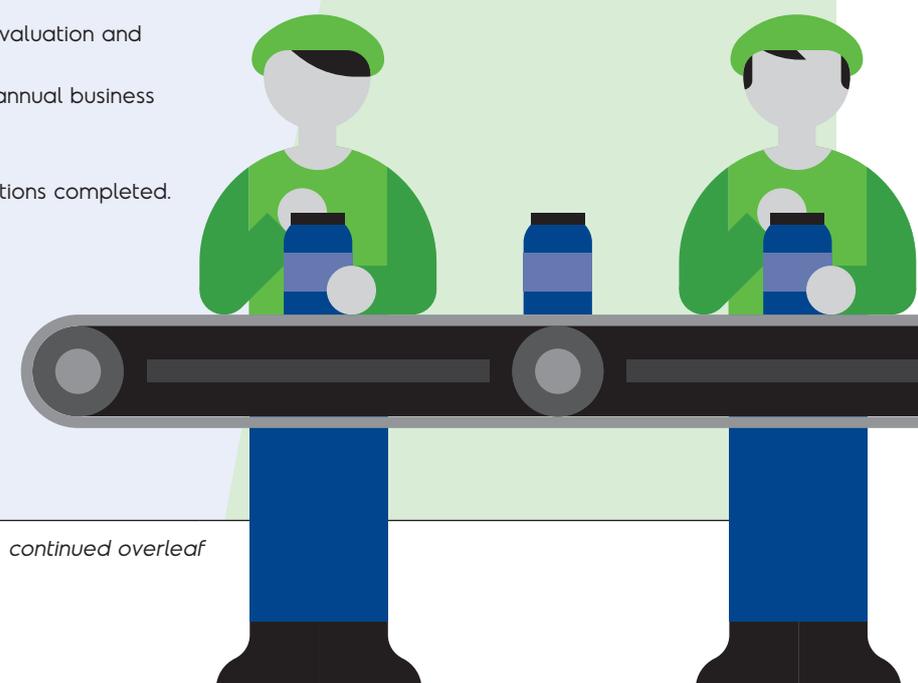
- Staff survey responses.
- FSAI workforce strategy submitted to the Department of Health.
- Effective PMDS system with targeted staff development and training plan.
- Increased ability/capacity to deliver on the FSAI's Strategy 2019-2023.
- Active, engaged and supported staff committees.

- Improvements in data capture mechanisms and delivery of higher-quality data for reporting and analysis.
- Improvements in the quality and integrity of data received from source to the end user.
- An increase in scientific data-driven decision-making throughout the organisation.
- Increased availability of digital services to stakeholders.
- Customer/stakeholder survey results/evaluations.
- Website survey results.
- External results of audits of the FSAI, e.g. National Standards Authority of Ireland audits.
- Results of audits of the Irish food industry undertaken by the European Commission and the US Food & Drug Administration.

- Code of Practice of Governance in State Bodies (2016) compliance.
- FSAI strategic decisions informed by financial evaluation and other required data.
- Delivery of the FSAI's Strategy 2019-2023 and annual business plans.
- Board effectiveness survey.
- Brexit – strategic review(s) and appropriate actions completed.
- Internal audit results.

EXPECTED OUTCOMES

- A high-performing, collaborative and well-governed organisation delivering on its ambitious strategic goals.
- A data-centric organisation which utilises advanced information systems to support its decision-making and enhance stakeholder engagement.
- The FSAI is good value for money in terms of its role in ensuring safe and trustworthy food for everyone.



continued overleaf

Goal 4 **Organisational excellence** (continued)

OBJECTIVES	ACTIONS	OUTPUTS
<p>4 Embed a culture of quality through ensuring that systems, processes and procedures meet the highest standards.</p>	<ol style="list-style-type: none"> 1. Deliver a robust and secure IT infrastructure and service delivery model in order to support operational and business continuity requirements. 2. Identify and maintain the key internal processes and procedures to measure, monitor and oversee quality. 3. Implement and maintain a business management system that continuously supports informed decision-making and the appropriate and efficient use of resources. 4. Benchmark our operations to best practice national and international standards. 5. Identify and utilise innovative and emerging learning, to continuously improve our operational model. 	<ul style="list-style-type: none"> • A highly available and secure IT infrastructure to support stakeholder engagement and verified to be in line with best practice. • A business management system that supports staff in fulfilling each functional area's aims and objectives. • Business management system, including internal audit controls, positively embedded into the operational processes across the FSAI. • Maintain and enhance the FSAI business management system, including measures to retain ISO 9001:2015 certification.
<p>5 Enhance recognition of the FSAI's identity, influence and reputation among staff, stakeholders and customers.</p>	<ol style="list-style-type: none"> 1. Build and sustain strong external relationships to enhance collaboration and deliver agreed/common objectives. 2. Maximise awareness of the FSAI's regulatory and advocacy roles among key stakeholders. 3. Utilise FSAI events and conferences to promote the FSAI brand and identity. 	<ul style="list-style-type: none"> • A series of events marking the FSAI's 20-year anniversary. • Participation in industry trade exhibitions and events, and other relevant external forums. • Proactive, timely and accurate communications to the media. • Responsive interaction with stakeholders through our Advice Line and social media pages. • Utilise advertising as a means of brand awareness. • Staff training programme implemented. • Corporate identity maintained and utilised in all communications.

PERFORMANCE MEASURES

- Internal audit programme completed and findings addressed.
- Opportunities for improvement identified and implemented.
- ISO 9001:2015 certification retained.
- General Data Protection Regulation (GDPR) compliance.
- Customer Charter adhered to.
- Website usability and mobile friendly (responsive).
- IT best practice standards adhered to.
- Innovative solutions to improve operational delivery model implemented.

- Stakeholder survey.
- Annual review of strategic positioning.
- Appropriate profile achieved.
- Level of awareness of the FSAI enhanced.
- Successful FSAI 20-year anniversary promotional campaign.
- All staff understand the role of the FSAI.
- A clear and consistent presentation of the FSAI's role and position presented by all staff.





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