Incident Communications Plan

Version 1.0

August 2018

Version Control

Version	Date	Last review carried out	Next review due	Comments
1.0	August 2018	N/A	February 2019	First version

Contents

1. Introduction

Food Standards Scotland's Incident Communications Plan aims to provide an overarching strategy and guiding principles to the organisation when it comes to communicating with the public and internal and external stakeholders during non-routine incidents. It is also designed as a working manual for the Communications team, with templates and tools to be used during an incident, for a consistent and agreed approach, and to ensure FSS responds to incidents early, proportionately and in terms that are accessible to the public.

A non-routine incident is defined as a serious (Level 2), severe (Level 3) or major (Level 4) incident which cannot be managed under business as usual terms, under standard operating procedures, and which requires direct senior leadership involvement.

The ICP is written primarily as a manual for the FSS Communications team, and a version, excluding personal data, is available on our website. It is not designed as a communications 101 document, as it assumes knowledge of business-as-usual media relations practices and procedures.

The ICP takes a recognised approach used in food and feed-related incidents and public health responses across the globe which combines crisis communication and risk communication. This approach is designed to help people make sound decisions to protect themselves and their families, often in circumstances where FSS is operating with limited time and limited information, and often with a high degree of uncertainty. Communications during an incident must take into account both the level of uncertainty at any given time as well as the degree of precaution being applied, to manage firstly the risk in terms of public health, and also the potential for reputational damage, whilst also recognising the impact communications may have on an implicated business. It should be understood that the higher the levels of uncertainty, the greater the degree of precaution being applied.

It is important to remember during and outwith an incident that managing FSS's reputation is the responsibility of everyone within FSS through all our actions and interactions. It should also be noted that there is a key role for all those involved in an incident when it comes to communicating with stakeholders. This is clarified in this document, as are the channels and means by which we should engage with our own staff and Board, the Food Standards Agency, SG and Ministers and of course, the Scottish public, whilst also bearing in mind the implications for business and, potentially, the wider food industry.

Katherine Goodwin
Head of Communications and Marketing
katherine.goodwin@fss.scot

2. Incident Communications Principles

FSS's primary strategic aim is protecting public health, and decisions around communications are always taken in the best interests of consumers. As a secondary consideration, the potential for reputational risk: to FSS, to an implicated business and to the wider industry and economy, should also be assessed and monitored during an incident. FSS has a low tolerance level for reputational risk during non-routine incidents, given the consequent impact this could have in terms of FSS's credibility in any existing and subsequent incidents. However, where any confusion or ambiguity arises from media coverage which is inaccurate or negative towards FSS where public health is at risk, that tolerance level will lower.

During a non-routine incident, FSS communications will abide by certain core principles:

Be early – we will aim to give out information as early as possible during an incident, and will – subject to any legal restrictions - release information as and when relevant throughout. It is critical that FSS aims to set the media agenda and dampen speculation, and shows leadership externally and internally as soon as possible.

Be on the public's side – decisions as to what information to give out, and when, will be based, predominantly on what consumers should know in order to protect public health: consumers' interests are paramount above political or business interests.

Be evidence-based - FSS also has a strategic objective of supporting responsible food businesses, so all decisions regarding external communications which could impact a business and individuals' livelihoods will be evidence-based and proportionate.

Be accurate – the information we give should be correct and based on the latest available evidence. Accuracy is critical to credibility, but does not necessarily mean detail, and we can and should communicate when there is still uncertainty.

Be human – we should present a human face and empathetic leadership to the public – particularly in providing spokespeople to the media.

Be clear – we will communicate in plain English, without 'blinding people with science' or being overly formal, stilted, detailed or technical. We will be concise and to the point, and will not cloud meaning with corporate jargon or the language of policy.

Be transparent – we will always be truthful and transparent, and open about the level of uncertainty and risk in an emerging incident. We will also be honest when we cannot divulge information and give the reasons: for example, because it may jeopardise a future prosecution, or breach confidentiality.

Be purposeful – outline what actions people can take to protect themselves and help us remedy the problem.

Be broad-shouldered - FSS accepts that the organisation may face negative media commentary during a non-routine incident as a public sector body and regulator: the FSS Communications team will address inaccuracy amongst media coverage but as a general principle, the organisation will not enter into a public debate about any criticism, unless that criticism could prove detrimental to public trust in FSS and a consequent risk to public health, should our advice be undermined or disregarded.

3. Scope

During a food incident, the public must know where to turn for authoritative information and advice. Building authority, credibility and awareness amongst the public and stakeholders, and strengthening relationships with the media, is critical for enabling effective communications during an incident. It's also vital for FSS to retain authority following an incident, so that we are trusted and believed next time round. This ICP therefore not only focuses on our approach and actions during an incident but also post-incident reputation management and actions FSS should take outwith an incident. This ICP supports the overarching FSS Incident Management Framework which outlines how we co-ordinate and manage FSS's incident response.

This plan is designed to cover communications where FSS is in the lead. It should be noted that separate arrangements are in place for investigations where FSS is not the lead agency, but is a core member of a multi-agency Incident Management Team (IMT) established to investigate an outbreak of illness which could be food-related.

However, it is important to consider the other potential scenarios which may impact FSS's ability to communicate. The variables that the FSS Incident Assessment Team will consider at the outset of a food incident, and which could change as the situation develops, are:

PUBLIC HEALTH IMPACT
- If there is an outbreak of illness where food is suspected to be the source, an Incident Management Team (IMT) will be convened and will give a multi-agency comms response
- FSS comms lead if there is no outbreak, and therefore no IMT, but there is a potential public health risk

LOCATION & DISTRIBUTION
- If the incident is UK-wide, FSA comms will lead with FSS involvement
- If Scotland only, FSS comms will lead
- If food is distributed across the UK from Scotland, the FSA will be involved but FSS comms lead
- If distribution is confined to Scotland, FSS comms lead
- If the incident extends beyond the UK where FSS is in the lead, counterparts in relevant countries may be involved

FOOD SAFETY V FOOD FRAUD
- If there is a risk to public health, a comms approach should be adopted designed to minimise and mitigate that risk and FSS will lead
- If no public health risk, the FSS comms approach remains to act in consumers' interests
- In the event where there may be future criminal charges brought, it is important that comms does not jeopardise that, whilst retaining the guiding principles of transparency and of acting in the public's best interests
- For any criminal investigations, any media response will be developed in consultation with the Senior Investigation Officer (SIO)

4. Communications Roles and Responsibilities in an Incident

4.1 Response Structure

FSS's Incident Management Framework outlines in detail how FSS classifies and responds to incidents, and the overall structures, roles and responsibilities.

Each of FSS's incident management teams detailed below will have representation from FSS Communications.

FSS's Incidents team will initially classify an incident, and will convene an Incident Assessment Team (IAT) should the level and severity of the incident be unclear and evolving.

4.2 Incident Assessment Team (IAT)

The Communications representative (usually the Senior Communications Manager) will attend the IAT in a core role to agree on the classification of the incident.

The Comms role on an IAT is to provide communications expertise and advice, including a view on reputational risk. The IAT will *identify the situation and consider the potential threat to public safety, FSS's operations and reputation.* The Incidents Team or IAT will classify the incident as per the following:

Level 1	Level 2	Level 3	Level 4
A **routine incident** that can be managed using standard operating procedures and does not require direct senior leadership involvement.	A **serious situation** that requires a formalised and coordinated operational response.	A **severe incident** that requires strategic decisions and direction due to adverse scale and severity. A **crisis situation** due to its abnormality of threat to FSS' reputation or license to operate.	A **major incident** of such significance that it requires central Government to coordinate the response due to its threat to the public.
SFCIU Business as usual applies.	**Operational Incidents Team (OIT)** FSS Senior Management Team informed.	**Strategic Incidents Team (SIT) and OIT.** Assume full incident management protocols.	**The Scottish Government Resilience Room (SGoRR)** Assume full incident management protocols.

4.3 Operational Incident Team (OIT)

The OIT will be the sole incident management team in a Level 2 incident. The OIT Communications Manager role will be fulfilled by either the Senior Communications Manager or Communications Manager, who will attend the Operational Incident Team meetings in a core role.

OIT CHECKLIST FOR COMMUNICATIONS MANAGER:

Role: Communications Manager	
Responsible for: Overseeing all aspects of FSS's communication response, including the development of messaging, communication materials and co-ordinating the stakeholder engagement matrix. This role should be fulfilled by the Senior Communications Manager or Communications Manager.	
Responsibilities	**✓/X**
Attend all OIT meetings as a core member	
Where necessary, ensure FSS's PR agency has been informed	
Provide updates to the OIT on incident communications during OIT meetings (in the format of Issues and Actions to aide information capture)	
Consider the wider risk assessment throughout the incident: report on any potential impacts on FSS's reputation, taking into account the media, public, government and other stakeholders	
During a Level 2 incident, develop the communications handling strategy, taking into consideration all stakeholder groups for approval by OIT Chair	
Populate the stakeholder engagement matrix and assign owners during OIT meetings. Ensure this is reviewed at each OIT meeting	
Produce key messages for approval by the OIT Chair and co-ordinate development of additional external communications to be issued in agreement with the OIT Chair	
Produce internal communication materials, as required	
Co-ordinate stakeholder engagement and ensure communications are taking place across the OIT as necessary	
Support the development of ministerial briefings, as required	
Co-ordinate development of the Q&A	
Re-assess pre-developed communication materials for the incident	

4.4 Strategic Incident Team (SIT)

The Strategic Incident Team (SIT) will be established in Level 3 and 4 incidents, and will set the strategic direction for the management of the incident. The OIT will perform an operational role taking its lead from the SIT and implementing the actions required that are within its remit, as set out in greater detail in FSS's Incident Management Framework.

The Head of Communications and Marketing will attend the SIT meetings in a core role as Communications Director to provide strategic direction and advice in relation to communications. The Senior Communications Manager will deputise in case of absence.

The key role for Communications on the SIT is to *agree the communications strategy and coordinate sign off of key messages* and *identify strategic stakeholders and develop a stakeholder engagement strategy.*

SIT CHECKLIST FOR DIRECTOR OF COMMUNICATIONS:

| Role: Communications Director	
Responsible for: Representing the Communications team on the SIT and for developing the communications strategy in Level 3 & 4 incidents. This role will be fulfilled by the Head of Communications (or nominated deputy).	
Responsibilities	
Attend all SIT meetings as a core member	
Provide updates to the SIT during SIT meetings (in the format of Issues and Actions to aide Information capture)	
Provide communications expertise to support the SIT Chair to sign off key FSS messages and external statements in Level 3/ 4 incidents	
Where necessary, ensure PR agency has been informed	
Report on any potential issues, impacts on FSS's reputation, taking into account the media, public, government and other stakeholders	
Develop the communications strategy taking into consideration all stakeholder groups	
Ensure that the OIT has sufficient communications resource to manage the response	
Oversee stakeholder engagement and ensure communications are taking place as necessary	
Where relevant, support the development of ministerial briefings	

4.5 Incident Communications Handling Strategy

In a Level 2 incident, the OIT Communications Manager should draft a handling strategy, including timing of communications and key messages, and agree those with the OIT Chair, before briefing the rest of the FSS communications team to implement the strategy, using the key messages as the basis for individual communications elements.

During a Level 3 or 4 incident, this role will be taken on by the SIT Communications Director and agreed with the SIT Chair. The SIT Communications Director will then brief the OIT Communications Manager who will implement with the wider communications team.

See Annex A1 for template SIT Handling Strategy and A2 for Key Message development guidance.

4.6 Communications Team

The core Incident Communications Team (SIT Comms Director and OIT Comms Manager) operates with support from others within the Communications and Marketing Branch, particularly the on call press office team. These roles are not specific to an incident, but will be called upon from within the existing branch structure to support the incident response as required:
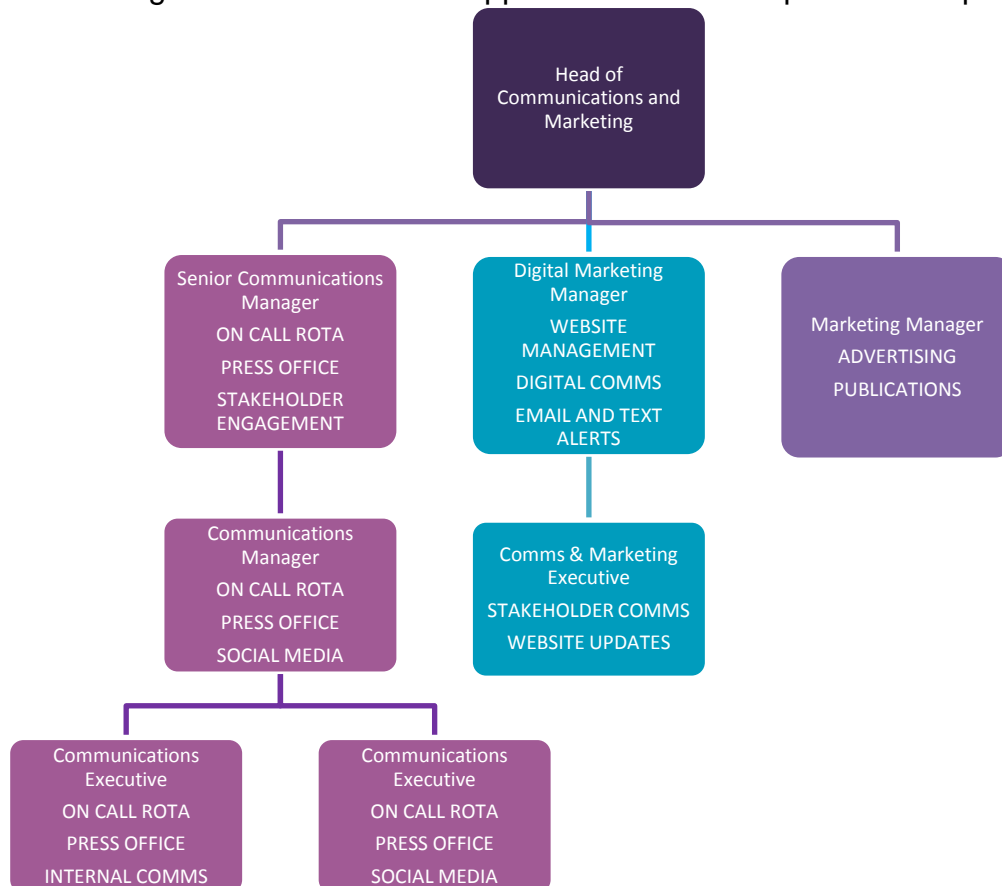
The Senior Communications Manager, Communications Manager and two Communications Executives rotate being on call to deal with media enquiries. However, should the Communications Executives be the on call comms contact during a Level 2-4 incident, they will contact the OIT Communications Manager or SIT Communications Director for support and advice for assistance with out of hours enquiries that cannot be dealt with through existing lines or Q&A. During office hours, in a Level 3 or 4, all incident-related media calls should be directed to the OIT Communications Manager. In a Level 2, the OIT Communications Manager should be alerted to media enquiries and their advice sought regarding the response.

The team will also be responsible for social media and media monitoring, including development and agreement of keywords with the OIT Communications Manager.

Website updates, digital communications, assistance with email and text alerts and support with stakeholder comms will be handled by the Digital Marketing Manager and Comms & Marketing Executive.

Should rapid public information broadcast advertising (eg radio ads) be required in a level 3/4, the SIT Communications Director should be contacted and may call upon the Marketing Manager and/or external advertising and media buying agencies for support.

NB FSS's PR Agency is 3X1 PR, the Advertising Agency is the Union, Digital Services (for the FSS website) is Whitespace and Media Buying is carried out by Republic of Media.

4.7   Media and Social Media Policies

In line with our media policy, all media requests should be immediately directed to the FSS press office on **07776 226856**. Only designated members of staff and Board members agreed with the Chair are permitted to speak to the media or provide comment.

Likewise, in line with our social media policy (see Annex D1), only designated members of the social media team are permitted to post comments, and only official incident-related tweets and posts from the official FSS account should be shared by FSS staff, Board and senior management.

5. Incident Response

5.1 Initial Response

It is important to get information out early to build public trust – this should always be accurate but does not have to be detailed. The detail can come when it's available and as appropriate, as long as we are transparent about the level of uncertainty we are operating under. So it is perfectly acceptable to go out with an early social media communication (usually a tweet) which acknowledges there is an emerging issue, and that we will post more detailed information as soon as we have it. There is a balance to be struck between risk communication (and we may not know at the start of an incident with gaps in available evidence what the level of risk is) and crisis communication, where early communication from the authorities is critical to engendering public trust and for people to know where to turn for advice and information.

A tweet should be issued as early as possible: this may well be before the situation becomes clear, and our rapid response tweet should take account of both the uncertainty of the situation and the risk to public health.

In Level 2 incidents the OIT Communications Manager will consider the following risk/uncertainty social media messaging grid when developing an initial proactive holding social media communication in response to an emerging food incident.

In Level 3-4, this will be the role of the SIT Communications Director.

Agreement over timing and clearance of the tweet will rest with the OIT Director in a Level 2, and the SIT Director in Level 3-4.

A record of the Communications recommendation and subsequent decision taken by the OIT or SIT should be kept in the OIT or SIT meeting minutes.

All tweets and posts should be accompanied by a graphic or image as this gives greater standout, will ensure more people's eyes are on it and will make it immediately clear what we are referring to. Templates for food alerts and statements can be obtained from the comms team. Examples:

*The wording in this grid is given **as an example**, and should be adapted depending on the nature of the incident. It should not be used as a template as each incident is different, and should only be referred to as a guide:*

We are currently assessing the information coming into us about a possible food incident as a matter of urgency and will issue more information as soon as possible. [Please contact your GP or NHS 24 should you be concerned about possible food poisoning. [link to https://www.nhsinform.scot/illnesses-and-conditions/infections-and-poisoning/food-poisoning]]	We are currently acting on the information we have about a possible outbreak of [pathogen] which may be linked to [product name]. Investigations are ongoing and the situation may change, but at this time, we would advise people not to [eat/drink] this product as a precaution. [Please contact your GP or NHS 24 should you be concerned about possible food poisoning. [link to https://www.nhsinform.scot/illnesses-and-conditions/infections-and-poisoning/food-poisoning]]	We are letting the public know about an outbreak of [pathogen] linked to [product name] and are advising people not to [eat/drink] this product for the time being. We will issue more information as soon as possible. [Please contact your GP or NHS 24 should you be concerned about possible food poisoning. [link to https://www.nhsinform.scot/illnesses-and-conditions/infections-and-poisoning/food-poisoning]]
We will keep you updated as soon as we have more information on the situation we are investigating regarding a possible [outbreak of food poisoning / food incident]. [Please refer to NHS advice should you be concerned about possible food poisoning: link to https://www.nhsinform.scot/illnesses-and-conditions/infections-and-poisoning/food-poisoning]	We are currently acting on the information we have about a possible outbreak of food poisoning which may be linked to [product name]. Investigations are ongoing and the situation may change but [please refer to NHS advice should you be concerned about possible food poisoning: link to https://www.nhsinform.scot/illnesses-and-conditions/infections-and-poisoning/food-poisoning]	We are aware of a potential public health issue relating to [product name] and are currently working with the company to investigate further. We will issue more information as soon as possible. [Please refer to NHS advice should you be concerned about possible food poisoning: link to https://www.nhsinform.scot/illnesses-and-conditions/infections-and-poisoning/food-poisoning]
WAIT	We are currently assessing the information we have about a possible food incident. There appears to be little risk to public health, but should that situation change, we will issue more information.	We are aware of an issue relating to [category name ie no need to name product at this stage]. There appears to be little risk to public health, but should that situation change, we will issue more information.

RISK (vertical axis)

CERTAINTY (horizontal axis)

Twitter is the primary social media channel during an incident and others eg Facebook and Instagram, should be treated as secondary channels. The OIT Communications Manager in a Level 2, or the SIT Communications Director in Level 3 or 4, will decide which social media channels should be used, as it may be that, depending on the nature of the incident, those secondary channels may not be appropriate channels to relay news about a serious incident. All social media channels will be monitored as a listening tool.

5.2   Summary of Communications Response

The following gives a snapshot of the key actions to be undertaken, depending on the severity of the incident:

Level 1: Routine incident	**Business as usual response** **Communicate to public via social media channels** **Possible webstory link to product recall information notice (PRIN), Allergy Allert (AA) or Food Alert (FAFA)**
Level 2: Serious Incident	**Early holding tweet** **Press release/statement** **Webstory linked to PRIN or food alert (FAFA)** **Social media channels** **Consider need for spokesperson** **Consider background media briefing** **Social media listening** **Media monitoring** **Internal communications via existing channels**
Level 3: Severe Incident	**Early holding tweet** **Press release/statement** **Webstory linked to PRIN/FAFA** **Social media channels** **SIT Representative/Chair or Vice Chair available for interview** **Background media briefing** **Consideration of press conference** **Social media listening** **Media monitoring** **Internal communications via email from CEO**
Level 4: Major incident	**Early holding tweet / statement OR retweet SGORR tweets/statements** **Press release/statement webstory OR input into SGORR comms** **Social media channels OR input into SGORR comms** **CEO/Chair available for interview alongside Government Minister** **Background media briefing** **Press conference alongside Government Minister** **Internal communications via email from CEO**

5.3 Clearances

The over-riding principle when it comes to obtaining clearance needs to be of responding swiftly and decisively, so all those involved in clearing communications materials should be fully aware of and adhere to the FSS Communications Guiding Principles (p4), and in particular the aims to 'Be Early' and to 'Be Clear'. Clearances of lines, press releases, statements etc should be sought depending on the level of the incident.

Level 1: Routine incident	Business as usual clearances should be sought as per Comms team Standard Operating Procedures.
Level 2: Serious Incident	The OIT Communications Manager will outline the communications options for discussion by the OIT and once the communications approach is agreed, the OIT Comms Manager will then draft the communications handling strategy and key messages/lines to take, upon which all other communications materials will be based. The final decision regarding the operational communications approach rests with the OIT Chair and he/she will sign the Communications Handling Strategy.
Level 3: Severe Incident	The SIT Communications Director will outline the communications options for discussion by the SIT and once the communications approach is agreed, the SIT Comms Director will then draft the communications handling strategy and key messages/lines to take, upon which all other communications materials will be based. In Level 3, the SIT Chair clears the communications handling strategy, whilst responsibility for operational communications remains with the OIT Chair. The final decision regarding the overall incident communications approach rests with the SIT Chair and he/she will sign the Communications Handling Strategy.
Level 4: Major incident	In Level 4, clearances are as per Level 3, with clearances sought from SG as appropriate, in line with SG 'Preparing Scotland' guidance. The FSS SIT Comms Director and OIT Comms Manager must establish lines of communication with SGoRR early on and have frequent contact with the SGoRR Comms leads.

5.4   FSA-led Incident Communications

During an FSA-led incident, FSS will issue communications in Scotland as agreed and cleared by FSS and the FSA's SIOG (the FSA equivalent of the SIT). Joint releases should include reference to FSS, and any statements from Chief Executives and/or Chairs should be joint between the FSS and FSA. Joint communications materials should also be jointly branded.

5.5   IMT-led Communications

During an outbreak of foodborne illness where the investigation is led by a multi-agency IMT, FSS will look to issue public advice if it is deemed necessary to act to protect public health. Even where there are high levels of uncertainty, FSS will ensure communications focus on the actions being taken to protect public health. FSS will engage with the media to ensure that they and the public have a fuller picture of what is happening. It is important that a communications vacuum is not created by saying nothing as this may lead to misinformation or misrepresentation.

Clearances must be sought for all communications from the IMT. In the event of an outbreak of foodborne illness and the establishment of an IMT, media lines and communications will be agreed as per the IMT agreed protocols, with FSS taking the lead in terms of providing food safety information and advice to consumers.

6. Contacts and On Call

Key comms contacts at the start of and during an incident are:

Katherine Goodwin
Head of Communications and Marketing

Maria Tocher
Senior Communications Manager

pressoffice@fss.scot
01224 285100

6.1 Communications On-Call Rota

FSS Communications On Call (24 hours) 07776 226856

Four press office team members rotate the comms on call rota on a weekly basis.

The Head of Comms and Marketing is not on this rota, but is available to the OIT, SIT, Comms team and SMT on 07780 227431.

Our PR agency, 3X1 are also available out of hours on 07736 176 597, or during office hours:

Glasgow	Edinburgh
11 Fitzroy Place, Glasgow, G3 7RW	16a Walker Street, Edinburgh, EH3 7LP
0141 221 0707	0131 225 7700
Aberdeen	**London**
4 Albert Street Aberdeen, AB25 1XQ	201 Borough High Street, London, SE1 1JA
01224 615 850	020 3817 7674

6.2 Additional Contacts

SG Press Office (out of hours) **0300 244 4000**
FSA Press Office (out of hours) **07507 309584 (text)**

FSS Incidents Team **07881 516867**
FSA Incidents Team **0207 276 8448**

Chair

Ross Finnie

Senior Management Team

Geoff Ogle
Elspeth Macdonald
Ian McWatt
Garry Mournian

Other FSS Agencies

The Union Advertising Agency **0131 625 6000**
Republic of Media **0131 230 0110**
Whitespace **0131 625 5500**

7. Key Spokespeople

7.1   Board and Executive Spokespeople

It is important that FSS presents a human face during a food incident, to convey information and reassure the public. Our key spokespeople are:

Ross Finnie – Chair
Louise Welsh – Vice-Chair
Geoff Ogle – CEO
Elspeth Macdonald - DCEO
Ian McWatt – Director of Operations
Ron McNaughton – Head of the Scottish Food Crime & Incidents Unit
Norval Strachan – Chief Scientific Adviser
Jacqui McElhiney – Head of Food Safety and Surveillance
Heather Peace – Head of Nutrition

It is the role of the Communications Director in the SIT working with the Communications Manager in the OIT to identify and recommend the most appropriate spokesperson for the incident.

Should the relevant policy lead be identified as the key spokesperson, but not be available, in a Level 2, it may be agreed that their designated deputy should become the key media spokesperson.

However, in a Level 3 or 4 incident, delegation should be up the way in terms of seniority. It will generally be most appropriate for Ross Finnie and/or Geoff Ogle, or their deputies, to be the spokespeople for the organisation during a Level 3 or 4.

7.2   Role of the Board

Deciding who the spokesperson should be for FSS will depend on the reasons for the request for the interview and the nature of the incident. FSS Communications will discuss with the journalist the nature of the enquiry and the OIT Communications Manager and SIT Communications Director will suggest who might be the most appropriate spokesperson: for example, a more technical query versus a reputational challenge. From a public perspective, the organisation is not differentiated between executive and non-executive and therefore alongside the use of executive members, consideration should be given to the appropriate use of the Chair and/or Vice Chair for inclusion of quotes in media statements as well as being offered for media interviews.

Key spokespeople profiles are available in Annex C.

8. Stakeholder Management

The OIT Communications Manager is responsible for co-ordinating stakeholder engagement in an incident, but is not directly responsible for contacting all relevant stakeholders.

8.1 Stakeholder Management Process

- The OIT Communications Manager is responsible for the co-ordination of stakeholder communications, and maintaining the stakeholder engagement matrix.
- The Communications Manager will take a populated stakeholder matrix into the OIT. OIT assigns responsible owners for each stakeholder. Responsible owners will be members of the OIT or the SIT.
- Individual owners are then responsible for contacting relevant stakeholders.
- The SIT may decide that a meeting with a group of key stakeholders is required.
- Communications are responsible for contacting media and communications partners.
- The Briefing Manager (who will be identified at the start of an incident and is the link between the OIT and the SIT) is responsible for informing stakeholders not contacted by incident management team members (SIT and OIT) or Communications.

8.2 STAKEHOLDER ENGAGEMENT MATRIX

Stakeholder Management Matrix				
Completed by:			**Time/Date:**	
Stakeholder:	**Owner:**	**Priority:**	**Method of engagement:**	**Status:**

8.3 Key Organisation Checklist

The following acts as a starting point to ensure key stakeholders and organisations, and communications with them, are considered early in an incident by the OIT. This list is not exhaustive and should be adapted depending on the nature of the incident.

- SG Ministers
- SG Policy
- SG Communications
- Food Standards Agency
- Health Protection Scotland
- Local Authorities
- Police Scotland
- Crown Office
- Scottish Environmental Protection Authority
- Scottish/British Retail Consortium
- Scottish Food & Drink Federation
- Scotland Food & Drink
- National Farmers Union for Scotland
- Quality Meat Scotland
- Scottish Association for Meat Wholesalers
- Department for Health
- Defra
- Public Health England

8.4   Stakeholder List

An up-to-date list of FSS's key stakeholders with contact details can be found at the following erdm link (link for internal use only):

ObjRef.obr

Media and communications contacts can be found here (link for internal use only):

Food Standards
Scotland – Med....

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9. Internal Communications

The organisation's staff can sometimes be overlooked in the rush of a new incident, and it is also vital that the FSS Board is kept up-to-speed with the progress of non-routine incidents, so should be included in internal communications.

There are a variety of existing internal communications mechanisms within FSS which can be deployed to communicate the nature of an incident to staff and FSS's Board, but at the outset, the same mantra - *Be Early* – applies, so a communication from the Chief Executive or Director of Operations should ideally be disseminated to staff and Board BEFORE they start to read about the incident via the media. However, it is recognised that this may not always be feasible, so the principle of early communication with FSS staff should be adhered to.

In these circumstances, it is sometimes appropriate to remind staff of the FSS social media policy and their obligations as civil servants.

Additional channels for further internal communications:

- Chief Executive's Weekly Update Email (every Friday)
- Operations 'For the Field' email (monthly)
- Head Office Staff Meeting (monthly)
- 'The Standard' internal newsletter (quarterly)
- Ops Engagement Sessions (biannually)

10. Post-Incident and Ex-Incident Actions

Protecting and enhancing FSS's reputation is of paramount importance if the public are to trust and rely upon the organisation, particularly during food incidents. Without public trust, FSS's role and voice are diminished.

One of the golden rules of crisis communications is to invest the time before and after an incident. Understanding the channels (including developing relationships with journalists) and getting plans tested and exercising under our belt so everyone can fulfil their roles in a live incident is critical.

The Comms team undertakes regular crisis management and comms training, has been involved in several exercises and has also undergone training on Clio.

It is important that we positively interact with the media - one of our key channels – which is of course both a useful means of disseminating information and a source of commentary and criticism. We will:

- Continue the Editors' meetings with the Chief Executive and Chair. The Head of Comms and Marketing will attend where appropriate.

- Engage with News Editors.

- Proactively engage journalists – the press office team are allocated named journalist contacts with the objective of meeting them and developing mutual understanding and better relationships.

- Hold briefing forums with specialist reporters such as Agricultural Journalists, and Health/Diet/Nutrition/Food Journalists.

- Regularly undertake exercises, including with FSS's PR Agency with input from Deloitte to test and embed this ICP into the organisation.

Regular monitoring of public attitudes towards FSS via the 'Food in Scotland' consumer tracking survey is also critical in gauging trends in trust levels and awareness.

Glossary

AA	Allergy Alert
BAU	Business As Usual
FAFA	Food Alert For Action
FBO	Food Business Operator
FSA	Food Standards Agency
FSS	Food Standards Scotland
HPS	Health Protection Scotland
IAT	Incident Assessment Team
ICM	Incident Classification Matrix
ICP	Incident Communications Plan
IMF	Incident Management Framework
IMP	Incident Management Plan
IMT	Incident Management Team
LA	Local Authority
OIT	Operational Incident Team
OOH	Out Of Hours
PRIN	Product Recall Information Notice
SFCIU	Scottish Food Crime and Incidents Unit
SG	Scottish Government
SGoRR	Scottish Government Resilience Room
SIT	Strategic Incident Team
SMT	Senior Management Team
SOP	Standard Operating Procedure

ANNEX - contents

A1 Incident Communications Handling Strategy

For Internal Use
Written by:
Date:
Cleared by:

What is the issue that we need to communicate, and why?

What are the over-riding strategic communications objectives?

Who are we talking to?

Risk v Uncertainty – where are we?

What are the key pieces of information the public need to know / will be interested in?

Are there any sensitivities regarding the potential reaction from the public, media, Ministers or stakeholders?

Do we already know what the public/media think or know about this? If not, do we need to?

What is the reputational risk?

Who will our spokesperson be?

Social Media – keywords / monitoring / remove scheduled posts? / official lines only?

Any other considerations

KEY MESSAGES – FOR SIGN-OFF BY THE SIT CHAIR (LEVEL 3/4) OIT CHAIR (LEVEL 2)
1.
2.
3.
PROPOSED MEDIA HANDLING
KEY STAKEHOLDERS WE NEED TO INFORM / ENGAGE WITH

A2   Key Message Development

When developing key messages in an incident, the OIT Communications Manager (Level 2) or the SIT Communications Director (Level 3/4) should consider the following key factors:

1. AUDIENCE
To whom are we speaking?
What is their relationship to incident?
What are their core demographics?
What is their likely level of engagement / outrage?
What's important to them in relation to this incident?

2. THREE KEY MESSAGES
What are the three key things we need to communicate?
What do we need to communicate to ensure public safety is protected?
What actions do we want to give people?
What do we want them to know about what we're doing?

3. SUPPORTING FACTS
How can we evidence those messages?
What are the 2-3 supporting stats or facts we can cite that drive our message home and make this credible and real?

4.   COMMUNICATIONS CHANNELS
How do we intend to communicate this?
What channels do our intended audience use?
Do the channels come with any constraints (eg twitter character limit)

MESSAGE DEVELOPMENT TEMPLATE

Audience	Key Message	Supporting facts	Communication Channel(s)
		1. 2. 3.	
		1. 2. 3.	
		1. 2. 3.	

MESSAGE DEVELOPMENT CHECKLIST

- Are we demonstrating empathy?
- Have we given practical advice so people can take action?
- Do we adopt an open and honest tone?
- Have we avoided jargon?
- Have we avoided nanny-stateism, being judgmental?
- Do we sound glib?
- Are we using simple words and short sentences?
- Are our key messages coming through clearly?

A3 Press Release

- This template is for guidance purposes only and must be adapted in every incident.
- Incidents / policy representatives in the OIT should provide bullet points covering the key facts to the Communications representative for the Comms team to draft and circulate for clearance.
- This should be based on the key messages developed at the OIT or the SIT.

Press Release

FOR IMMEDIATE RELEASE

CONTACT: (name of contact)

PHONE: (number of contact)

Date of release: (date)

Headline—Insert your primary message to the public. Be factual – you are not writing the article.

- Describe current situation (2-3 sentences)
- Quote demonstrating leadership and concern
- Note actions currently being taken.
- List actions that will be taken
- List information on possible reactions of public and what people can do
- Insert quote giving consumer advice / actions and providing reassurance
- List contact information, ways to get more information, and other resources

ENDS

Notes to Editor

A4   Statement

- This template is for guidance purposes only and must be adapted in every incident.
- Statements can come from the organisation or from individuals within the organisation.
- The objective of the statement should be clearly defined and agreed prior to drafting. The key points should be supplied by the spokesperson / Incidents / Policy representatives in the OIT for Comms to draft based on key messages and circulate for comment and clearance.
- Statements should be SHORT and SUCCINCT and easily digestible, particularly during a fast-moving incident.

Statement

Food Standards Scotland Statement on XXXXX

Why we are issuing this statement
What the situation is
What is the risk to the public
What is the level of uncertainty
What are we doing about it
What is our primary concern (the safety of the public)
What are we asking people to do

ENDS

A5 Product Recall (PRIN) Webstory

Headline

Intro/brief description [3/4 lines]

Product details

Brand:

Name:

Batch No:

Pack size:

Use by Date:

Our advice to customers:

Risk:
Symptoms caused…

Action taken by the Company:
Company Name is…

Examples of product
Image of product/s

A6 Incident Website Page

In prolonged incidents, or those which are Level 3 or 4, a page will be established to house all relevant updates in one place on the FSS website at an early stage.

The Digital Marketing Manager should be alerted to this by the OIT or SIT as early as possible, and a box on the website homepage and links to the page via social media should be set up to give the public, the media and stakeholders a 'one-stop-shop' for all information relevant to the incident.

The basic information required is as follows:

- Incident name
- Summary of incident
- Consumer advice
- Potential effects of consumption
- Product recall information
- Press statements/releases
- Incident status
- Other info
- Contacts

A new template is currently in development and will be added to the ICP when completed (by end September 2018).

A7   Media Enquiries Log

All media enquiries should be logged on PRGloo as per business as usual practices.

- Once an enquiry comes in we should log it as a conversation and add a note with the enquiry next to it so that each conversation has all the details we require to complete a response
- We then go through the normal press enquiry checklist and relevant clearance procedures, depending on the level of the incident
- Once that's finalised we should then respond to the journalist and log the final statement in PR Gloo for future reference
- Templates are set up in PRGloo for statements and media enquiries as per the below

A8   Comms Lessons Learned Debrief

INCIDENT NAME:
INCIDENT NUMBER:
INCIDENT LEVEL:
COMMS STAFF INVOLVED:

COMMUNICATIONS LESSONS LEARNED		
Positives	**Negatives**	**Suggested Improvements**

Templates
Which templates did you use? Any suggested changes/improvements? Any other comments on the templates?

Additional Comments

B1   FSS Fast Facts

Food Standards Scotland's role is to protect consumers by ensuring that industry is compliant with food regulations, so that the food we eat is safe and authentic. We also have a statutory role to help improve the diet of people in Scotland.

FSS was established on 1 April 2015 by the Food (Scotland) Act 2015 as a non-ministerial office, part of the Scottish Administration, alongside, but separate from, the Scottish Government.

FSS has a five-year strategy to 2021 which aims to deliver our vision, which is "to create a food and drink environment in Scotland that benefits, protects and is trusted by consumers."

Our six strategic aims are to ensure:

1. Food is Safe
2. Food is Authentic
3. Consumers choose healthier diets
4. Responsible food businesses flourish
5. FSS is trust
6. FSS is efficient and effective

FSS is mainly funded by government, with a budget this financial year of £15.3m. We also charge fees to recover costs for functions we carry out, such as meat inspection and providing vets in abattoirs.

The organisation has approximately 180 staff, divided approximately 50:50 between our office in Aberdeen and field-based staff.

B2 Media Q&A

The Communications team and key spokespeople should be prepared for the following commonly asked media questions and have an agreed Q&A to deal with them. Answers should be short, try to get the key messages over and use 'I' and 'We' rather than 'FSS'.

- What happened?
- Where?
- Who's affected?
- Why did it happen?
- What was the cause?
- When and where did it happen?
- Who is to blame?
- Do you accept responsibility?
- When did you know about it?
- Has this ever happened before?
- Is the public safe?
- What are you doing about it?
- Is anyone hurt, sick, or dead? What are their names?
- What do you have to say to the victims?
- Is there danger now?
- Will there be inconvenience to the public?
- What are you going to do about it?
- What's your advice?
- Who is in charge?
- Are victims being helped?
- Did you see this coming?
- What can we expect, right now and later?
- When will we find out more?

B3 The Basics

Use this checklist to ensure you get the best from conversations with the media:

- ✓ **Know who's calling**
- ✓ **Identify yourself**
- ✓ **Respect journalists' deadlines**
- ✓ **Respond promptly**
- ✓ **Tell the truth**
- ✓ **Be clear what you can communicate, and what you can't**
- ✓ **Avoid no comment**
- ✓ **Use the three key points you want to make**
- ✓ **Dump the jargon**
- ✓ **Start with the facts**
- ✓ **Talk slowly**
- ✓ **Keep it short and sweet**
- ✓ **Answer the question and stop talking**
- ✓ **Don't babble**
- ✓ **Summarise thoughts at the end**
- ✓ **Be proactive and offer story ideas**
- ✓ **Stick to the facts**
- ✓ **Don't assume reporter knowledge**

B4 Incident Risk Communication

The basic tenets of crisis / emergency risk communication should be borne in mind by the entire comms team and spokespeople in all written and verbal communications surrounding an incident:

- **Acknowledge uncertainty**
  Say what you do know for certain, and what you don't.

- **Don't 'over-promise'**
  We should avoid telling the public that everything will be alright when we don't have that information. We should though remain calm and in control at all times.

- **Tell people we were ready for this**
  The public will not care if we have a robust IMP and trained staff until such time as we are tested. They will expect us to be fully prepared to respond.

- **Let people know what might happen**
  Without raising fears unnecessarily – people need to know, for example, what the symptoms and effects of a pathogen are.

- **Don't be defensive**
  If FSS has failed in some way, acknowledge this with an apology, and what we intend to do to set things right.

- **Say something rather than nothing**
  Silence creates a vacuum for others to fill, and may be interpreted as a cover-up or an attempt to cover our backs. If we cannot give detail because this could affect any future investigation or criminal case, say so.

- **Try to address the understandable fear**
  People rarely panic when they're given consistent, honest, trustworthy messaging. But most people will arrive at the 'what if…' questions and FSS should acknowledge rather than ignore those concerns. Communicate what's happening, and what they can do, to avoid the worst-case scenario.

- **Encourage people to take action**
  Giving people actions in an incident will give a sense of control and will help to keep them tuned in to what is happening. Asking for participation also engenders a shared sense of responsibility and collective action.

B5 Tips for Press Interviews

One should not aim at being possible to understand, but at being impossible to misunderstand.

1. Establish as much as you can about the journalist's intentions. It is not enough to know the general subject matter in question. Every effort should be made to determine the angle of the story, the likely line and tone of questioning and who else is likely to be interviewed on the subject.
2. Try to set an agenda from the start. Talk about things you want to address as much as the points the journalist wants to raise.
3. Avoid speculation: deal in facts. Remember 'anything you can say can be taken down in evidence and used against you'. If you are using facts and figures make sure you have the right ones. If you don't have them – don't worry, say you will get them later.
4. Remain calm, controlled and professional at all times. Don't be defensive, guarded or closed. The tone of what you say, especially on broadcast, can be just as important as the words themselves.
5. Remember to show FSS's commitment to Scotland and its people with your language – use words like "we" and "us" rather than "you", "they" and "the consumer".
6. Never say never. If you predict a situation/problem will never occur again, you will immediately become a hostage to fortune. Say instead that you are working hard/doing everything in your power/taking all possible steps to ensure that the problem will never recur.
7. Throughout a face-to-face interview maintain good eye contact. If you let your eyes wander it shows disinterest, doubt and lack of conviction in what you are saying. Don't stare but make it personal.
8. Ensure your body language is positive and be mindful of your facial expressions – you should look like you want to be there.
9. Be aware of what you want to say and say it. Don't be afraid to emphasise your messages once you've said it in one answer. But be careful not to sound robotic. It is an opportunity, make the most of it.
10. Be honest – tell the truth – but tell it well.

11. Keep it simple – avoid unnecessary detail and jargon; use simple facts, language and arguments. If you have examples use them.
12. Be brief – keep your answers short, reiterating your key messages.
13. Remember you are the expert – you will almost always know more about your subject than the journalist; so don't be afraid to tell them they are wrong.
14. Don't get lured into heated debates, walkouts etc.
15. Use get-out phrases eg "That's very well, but…" "let's remember/can I remind you …" "I can understand that, however…" "The important thing here is…" "Everybody has an opinion but it is view/belief…"
16. Remember where YOU fit into the overall story that is being reported. Only one small section of your interview may be used, so don't be afraid to repeat yourself.
17. Learn your key messages back to front. The more times you say them, the more chance they've got of being used.
18. Don't rush or react too quickly. The newspaper will not record Joe Bloggs took 4 seconds to answer the question. Better to take your time and ensure that you get it right.
19. Treat all interviews as an opportunity – not a threat. Above all, try and enjoy it.

Reminders
- Plan and prepare as you would in any other part of your business
- Think of the words and language you want to use and your body language
- Be pleasant. Journalists are only doing a job
- Be sure to switch off your mobile phone

B5   Tips for Broadcast Interviews

1. Television and radio offer a great opportunity to get your message across. However you must know your subject, the context of the interview and who else is likely to be taking part.

2. If at all possible try to be in the same studio as the interviewer and/or other guests. This offers huge advantages over taking part from a remote studio or location.

3. Remember to show FSS's commitment to Scotland and its people with your language – use words like "we" and "us" rather than "you", "they" and "the consumer".

4. Be prepared, brief and to the point. Know what you want to talk about and be concise, relevant and "on message."

5. For radio interviews check whether it will be live or pre-recorded. Is it a one-on-one or a discussion? Will you be in the same studio as the interviewer or will your contribution be from a remote location?

6. Be aware that live radio studios are very busy places. Try to focus on what you are going to say and do not be distracted by what is going on around you.

7. Arrive with at least 15 minutes to spare. Running orders regularly change as stories develop or are moved by the production team. You may be put on air with very little warning. Conversely you may be kept hanging around for a long time. Keep your cool and concentrate on your message.

8. For television – dress appropriately. This is not vanity but common sense. Ensure your tie is straight and your collar down. A good tip is to sit on the hem of your jacket. Avoid checks, narrow stripes and loud patterns. Avoid jangly jewellery. Make sure your hair and make-up are in order. Use make up if it is offered.

9. Watch your body language. Sit up straight, do not slouch. Maintain interested and positive facial expressions – show you are happy to be there. Don't be dismissive with your language – especially if trying to close a question.

10. Always assume that the microphones are live or the cameras are rolling. Never make an unguarded comment in a broadcast situation. The same rule applies once the interview is over.

11. Try as far as possible to ignore the camera. Concentrate instead on the interviewer. Retain eye contact and keep calm.

12. Saying "No comment" is a cardinal sin. If you face difficult questions think of ways to move the debate on to ground you feel comfortable with

13. Don't lose your self-control, even if provoked. Angry outbursts make for great television, but they rarely reflect well on you.

14. Avoid jargon and don't waffle. Make your points in a way that a general audience can understand.

15. Don't be defensive. Be warm and open. Being guarded and closed off may make for a challenging interview and lead to some difficult questions.

16. Never drink alcohol before an interview. But do ask for water in a studio in case your throat gets dry. Television studios are hot.

17. Remember to switch off your mobile phone – could be an embarrassing distraction.

B6 Press Conference Checklist

Our contracted PR Agency will assist with the organisation and set-up of a press conference. This checklist is designed as a prompt to ensure everything is covered:

- Book a venue
- Make sure it is easily accessible, and take into account capacity, lighting, power, and sound (particularly if you anticipate television coverage)
- Check parking - if you expect television coverage, make sure there is room to park TV production vans
- Arrange a podium and/or stage for the speakers
- The best times for media conferences tend to be late morning (10:00-11:00) or early afternoon (14:30-15:00). Work around media deadlines, to get your story disseminated quickly
- Plan to have a media check-in table, where reporters will go upon arrival
- Send out a media invite
- Prepare a briefing note for speakers and chairperson – ensuring key messages are pulled out – and brief them over the phone or face-to-face.
- Arrange a phone-round of the media to remind them of the press conference and confirm attendance
- Prepare press kits to send to media who do and do not attend
- Be at the venue early and arrange layout / branding / check microphones etc
- Be prepared to greet media at least 15 minutes before the start of the press conference
- Chairperson to introduce speakers, explain proceedings, direct question period, and close event
- After all of the speakers have finished their presentations, ask for questions from the media
- Arrange any one-on-one or follow-up interviews
- Record (photos, video, taping) the conference for your own use
- Cover the event eg via social media

C Key Spokespeople

Ross Finnie - Chair

Ross Finnie has spent over thirty-five years in public life, and brings a wealth of experience to Food Standards Scotland. In addition to being Chair of FSS Ross is also Vice-Chair of NHS Greater Glasgow and Clyde Health Board a non-executive member of the Glasgow City Integrated Joint Board, and a non-executive member of the Water Industry Commission for Scotland. His membership of the Health Board and the Integrated Joint Board give him further relevant engagement in public health issues such as foodborne disease, diet and obesity.

For eight years, Ross was the Scottish Cabinet Minister for the Environment and Rural Development, which included responsibility for food, meat traceability and animal health and welfare. He was also an opposition spokesperson on health for four years, promoting, among other things, food standards and food safety.

Ross's earlier career was in financial services specialising in corporate finance, serving on the Boards of two merchant banks and acting as a non-executive director on the Boards of a number of SMEs.

Louise Welsh – Deputy Chair

Louise Welsh has worked at a high level in the food industry for over 15 years, including five years in senior management at Morrisons, one of the UK's big four supermarkets.

She has an in depth knowledge of all stages of the food chain: from the farm, through to processing and all the way to the end consumer. Prior to moving in to the food sector, Louise was a journalist and worked for BBC Scotland. She is a skilled communicator and negotiator.

Louise was the first woman to be appointed board member of Quality Meat Scotland, the red meat industry body. She was appointed Deputy Chair of FSS in June 2016. She has also been appointed as a board member for the Moredun Foundation.

Geoff Ogle - Chief Executive

Geoff was appointed the first Chief Executive of Food Standards Scotland, on 1 April, 2015. This followed his appointment as Acting Director for Food Standards Agency in Scotland in 2014. Before this, Geoff was Portfolio Director improving FSA's approach to programme management.

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Geoff joined the FSA in December 2008 and worked in field operations until 2013 with responsibility for all compliance and enforcement of FSA approved premises. He moved from that role to become the senior investigating officer for the horsemeat incident. Geoff became the interim FSA Director for Wales in May 2013 until February 2014 where he gained valuable experience working in a devolved Government. Geoff has also undertaken a strategic review of the FSA's approach to SMEs and was lead reviewer for the focus on enforcement review of OFSTED Early Years Inspection.

Elspeth Macdonald - Deputy Chief Executive

Elspeth has been Deputy Chief Executive of Food Standards Scotland since it was created in 2015, and as part of the senior management team, she leads on FSS's strategy and policy.

Elspeth joined the Food Standards Agency in Scotland in April 2001, having previously worked in the Scottish Government's Marine Laboratory (now Marine Scotland Science) in Aberdeen. In 2011 she was appointed as Head of Policy and Operations, before undertaking a secondment to FSA HQ in London as Head of FSA's Regulatory and International Unit. There, she led the development of the FSA's future Regulatory Strategy and coordinated FSA's EU and international work. Elspeth is a science graduate of the universities of Stirling and Aberdeen.

Ian McWatt - Director of Operations

As Director of Operations of Food Standards Scotland, Ian oversees official controls delivery, local authority audit and enforcement, incident and intelligence response, veterinary audit and technical advice. He also has overall responsibility for the food premises approvals, shellfish controls including service level agreements, contract and performance management and wine standards.

Ian joined the Food Standards Agency in 2009 leading on the creation of the Operations Directorate which brought the Meat Hygiene Service and Food Standards Agency together. He then led the Operations team in Scotland from 2012 working closely with Scottish Government to create Food Standards Scotland.

Ian worked with Consumer Protection Services from 1990 until 2003 where he led a multi-disciplinary team delivering official controls in food, health and safety, environmental protection and public health. Ian then became Area Manager with responsibility for official controls delivery for the Meat Hygiene Service in 2003.

Professor Norval Strachan - Chief Scientific Advisor

Norval was appointed as the first FSS Chief Scientific Advisor in 2016 alongside his position as Professor of Physics at the University of Aberdeen specialising in foodborne illnesses such as *E. coli* O157, campylobacter, salmonella and listeria.

Professor Strachan is a key driver in the delivery of the principle science roles within Food Standards Scotland, from commissioning and evaluating research to communicating scientific and risk advice.

Norval is Head of Profession for scientists within Food Standards Scotland and provides advice to the Chief Executive and the Board. He brings three decades of expertise and is developing the organisation's science and evidence strategy.

Norval has significant research experience in food safety, has published over 100 peer-reviewed papers, and, previous to this role, served as a grants review panel member for Food Standards Scotland.

Heather Peace - Head of Nutrition Science and Policy

Heather heads up a team of nutrition scientists whose focus is to improve the Scottish diet and empower the people of Scotland to have diets which are conducive to good health.

Heather and her team commission and manage research, monitoring and surveillance relevant to the Scottish diet and provide advice on evidence based measures for tackling diet related ill health and obesity in Scotland.

Throughout a long career in nutrition Heather has developed her knowledge and expertise relating to the Scottish diet, from contributing to the Scottish Diet Report in 1993 through to the development of current FSS diet and nutrition policies tackling poor diet and obesity in Scotland.

Heather worked for the Food Standards Agency in Scotland for 9 years as a Senior Scientific Advisor in diet and nutrition. Previous to this Heather held a post as lecturer in nutrition at the University of Aberdeen.

Dr Jacqui McElhiney - Head of Food Protection Science and Surveillance

Jacqui heads up the Food Protection Science and Surveillance team responsible for the provision of scientific advice and evidence gathering activities for food safety and authenticity. Jacqui worked for the Food Standards Agency in Scotland for 10 years as a senior scientific advisor in food safety. Her career followed a PhD in environmental science and 5 years of post-doctoral research in molecular microbiology and biochemistry.

Throughout her career, Jacqui has developed extensive experience in all areas of food safety, particularly the microbiological safety of food and the prevention of foodborne illness.

In her current role, she leads a team of scientists in the commissioning and management of research programmes on food safety and authenticity, the provision of risk assessment to support food incidents and outbreaks, and collaboration with Scottish local authorities to co-ordinate food surveillance activities in Scotland.

Ron McNaughton - Head of the Scottish Food Crime & Incidents Unit

Ron was initially a consultant for Food Standards Scotland and became the Head of the Scottish Food Crime & Incidents Unit in 2016 after being asked to build a food crime capability by the Chief Executive.

A former Senior Police Officer in Scotland, he retired from the Police in 2015, after 30 years' service. During this period he served in a number of operational policing roles.

For the last 5 years of his police service, he was specifically involved in leading the investigation into serious and organised crime as Force Authorising Officer and Head of Intelligence for Tayside Police. In that role he was responsible for all force covert activity. Latterly Ron worked within the Police Service of Scotland's intelligence function and performed the role of Intelligence Commander for the Ryder Cup at Gleneagles.

D1   Social Media Policy

The full FSS social media policy, which is based on the SG policy, is available on our intranet here http://saltire/my-workplace/communications-and-engagement/engagement-consultation-social-media/Pages/Social-Media.aspx#

Key principles

1. Use your common sense: If it feels wrong, don't post it. Two heads are better than one – let someone else see it before you publish

2. Conduct: Always abide by the Civil Service Code, whether you are posting personally or for the Scottish Government

3. Be strategic: Use social media if it brings real benefits, not just to tick a box

Your responsibilities

The Civil Service core values of integrity, honesty, objectivity and impartiality support good government. They are also fundamental to your ability to do your job effectively.

Social media does not change this, and you should take care not to do anything online that would damage the Food Standards Scotland's reputation.

Before starting any official social media activity, make sure your manager, and ideally your deputy director, are aware and have signed it off.

D2 Posting to Social Media via Sprout Social

	Step Name	Process Step Detailed Description
1	SproutSocial – text and link	Log into SproutSocial and compose post for Facebook and Twitter. This should be the title of the statement, followed by a hashtag eg #productrecall, #foodalert if appropriate, and then paste the alert link (please click the option to shorten the link via the Bitly button on Sprout).
2	SproutSocial – image	Ideally you will have an image of the product(s) or one of the social media graphics. Upload this to accompany the text. Give the post one last proof and hit 'send'.
3	Check	Go onto Twitter and Facebook to check the posts have been sent and uploaded successfully. Monitor posts for any social media enquiries and action accordingly.

Template for posting content to social media (via SproutSocial)

1. Click 'compose' (top right)
2. Tick Facebook and Twitter in the drop down of compose box which appears
2. Copy and paste alert title and link into compose box
3. Click 'upload media if there's a picture
4. Hit send button.
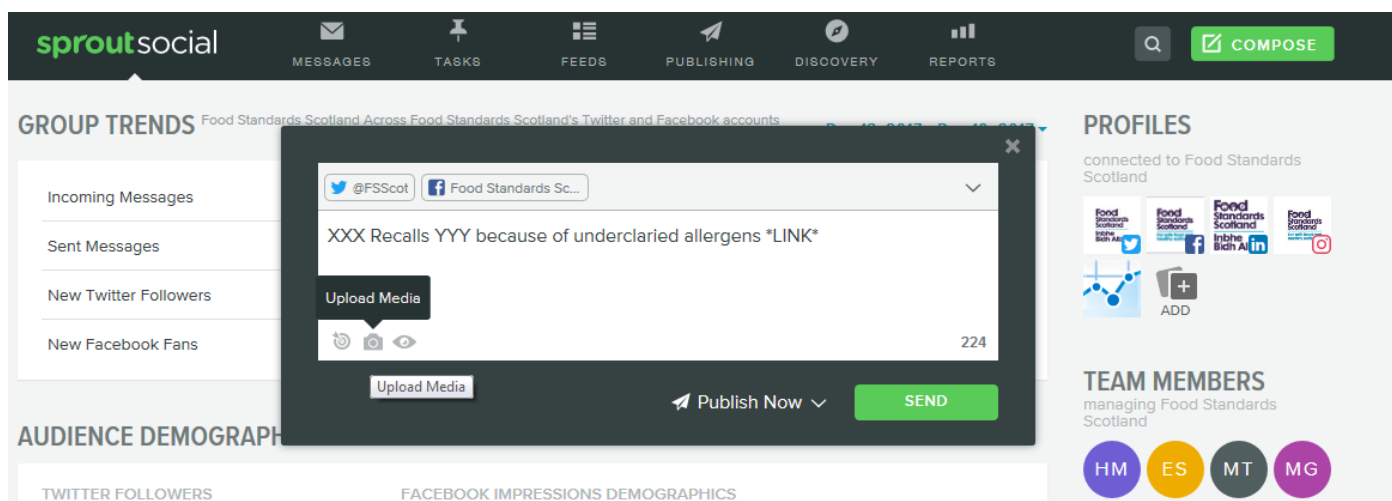
D3 Log-ins and Passwords

All members of the Communications team have access to all FSS social media accounts. In the event of a requirement to obtain social media log-ins and passwords, contact the OIT Communications Manager or the on call comms team.