



Implementation and Embedding a Reform Programme for the Better Regulation of Food in Ireland - REFORM/SC2021/054

Final Presentation

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1. Introduction and Background
2. Overview of Main Results
3. Overview of Lessons Learned
4. Summary of Key Conclusions



1. Introduction and Background

Description of Key Project Deliverables

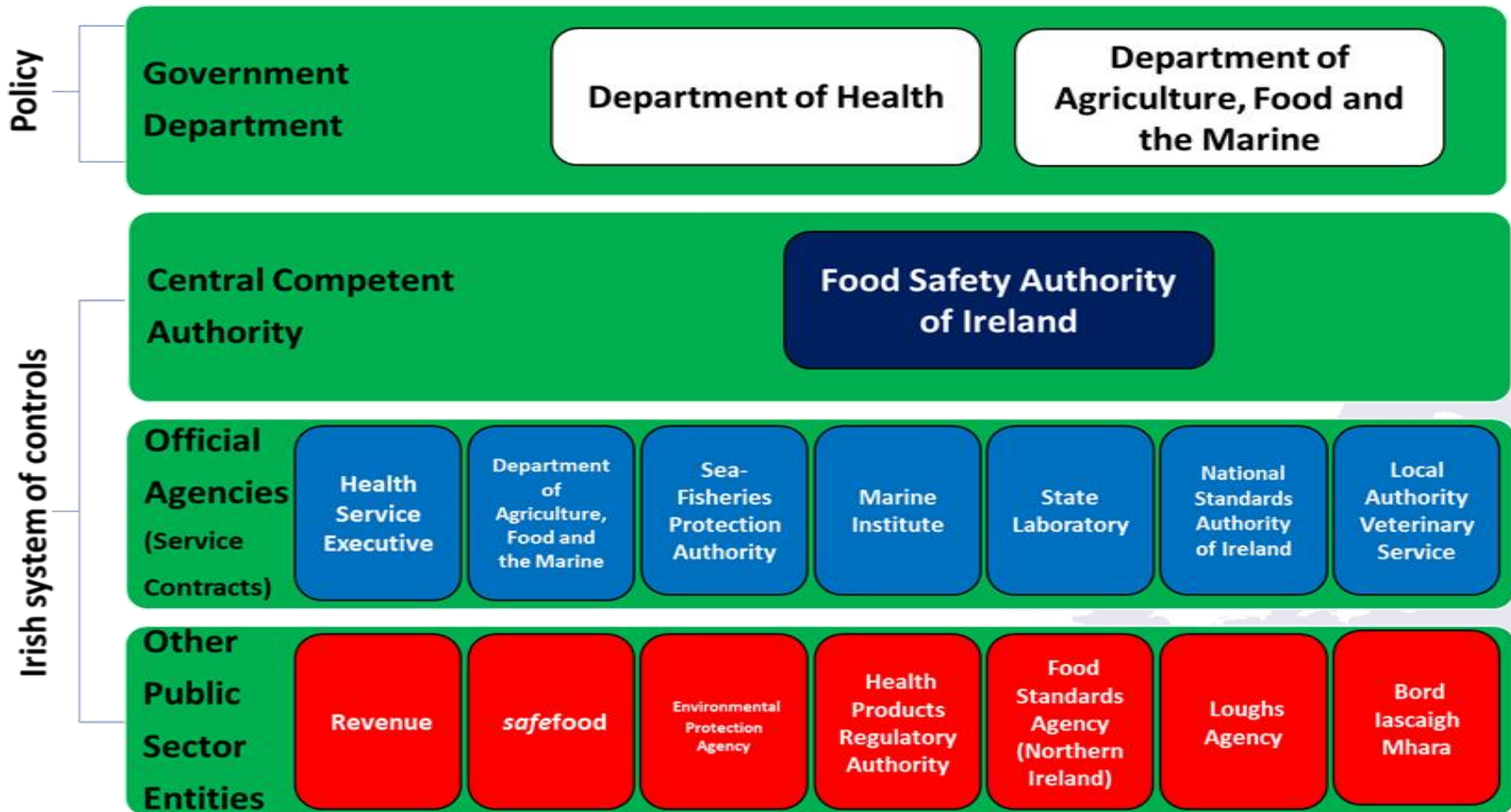
1. An **Inception Report** outlining the methodology, timeline and indicators to be adopted for the successful delivery of the project;
2. An analytical **As-Is Report**, including a gap analysis, describing the current policy and regulatory context and institutional framework;
3. A **Programme Governance Plan** setting out the requisite structures, norms and procedures for the successful delivery of the Programme;
4. A **Change Management Plan** comprising: a) a communications, coaching and resistance management plan; b) a benefits management plan and, c) a sponsor activity plan and roadmap;
5. An analytical **To-Be Report** describing the required 'ideal state' future framework of policy, regulations and institutions; and,
6. A **Digitalisation Plan** for an integrated IT system for food safety and food authenticity activities including indicative costs and timeframe for development.



2. Overview of Main Results

As-Is Report

Overview of the Irish Food Safety and Authenticity System



2. Overview of Main Results

Governance Plan

- DAFM has a high-quality governance structure in place to oversee the implementation of the Food Safety and Food Authenticity Programme.
- However, proposals have been made to strengthen this structure and further support implementation of the FSFA Programme.
- 4 pilot projects were also undertaken to implement various recommendations of Phase I of the FSFA Programme
- Pilots were completed by DAFM staff and evaluated by the Consultancy Review Team



2. Overview of Main Results

Summary of Characteristics of 'Ideal State' in relation to Food Safety and Food Authenticity System	
Factor	Ideal Future state
Skills	<ul style="list-style-type: none"> • Ongoing specialist training and recruitment combined with expert external assistance • Implementation of a coaching plan
Processes	<ul style="list-style-type: none"> • Streamlined, harmonised processes • Integrated systems • Consistent approach to regulation as part of Digital Transformation • Commitment on approach to non-compliance
Policy Development	<ul style="list-style-type: none"> • Enhanced stakeholder engagement in relation to policy development
Risk Analysis	<ul style="list-style-type: none"> • System to examine multiple risks across different FSFA areas • Increased use of data analytics in risk analysis and intervention
Communications	<ul style="list-style-type: none"> • Governance structure in place to streamline FSFA communications • Co-ordinating communications with FBOs and between divisions and agencies
Systems	<ul style="list-style-type: none"> • Integrated IT systems • Hand-held devices used on-site • Data warehouse
Reporting	<ul style="list-style-type: none"> • Risk Analysis driven by near real-time, reliable data • Simple Business Intelligence tool to support data assembly and reporting
Strategic	<ul style="list-style-type: none"> • Digitalisation Plan developed for FSFA activities • Change Management Plan developed to support implementation of the FSFA Programme
Governance	<ul style="list-style-type: none"> • Governance Plan in place to support implementation and monitoring of FSFA Programme • Agreement on areas of priority for implementation • Agreement on new key performance indicators

Source: Consultancy Review Team



2. Overview of Main Results

Set of Programme Deliverables for Next Phase of FSFA Programme		
Area of Focus	Recommended Deliverable	Rationale and Resultant Benefits
Policy and Regulatory Framework	1 Agreement and Implementation of Revised Performance Indicators	<ul style="list-style-type: none"> More effective monitoring of performance
	2 Harmonisation of Processes	<ul style="list-style-type: none"> Enhance cost efficiency and facilitate co-operation with other agencies
Governance	3 Decide on and Implement New Governance Structures	<ul style="list-style-type: none"> Assurance on overall system wide accountability
Communications	4 Co-ordination of Enhanced Communications with Stakeholders and FBOs	<ul style="list-style-type: none"> Increased compliance
	5 Implementation of Communications and Coaching Plan	<ul style="list-style-type: none"> Staff buy-in/improved staff motivation
Risk	6 Development of System Wide Risk Strategies and Contingency Plans	<ul style="list-style-type: none"> Continuous improvement in meeting EU and national control requirements and reduction in risk
	7 Increased use of Data Analytics	<ul style="list-style-type: none"> More targeted inspections
Data	8 Implement the Proposed Digitalisation Plan	<ul style="list-style-type: none"> Cost efficiencies and enhanced co-ordination internally and with other agencies
Skill Development	9 Increased Training in Areas	<ul style="list-style-type: none"> Improvement in competencies
	10 External Recruitment/Utilise External Support	<ul style="list-style-type: none"> Improvement in competencies

Source: Consultancy Review Team



2. Overview of Main Results

Digitalisation Plan

- There are strong dependencies in workflows between FSFA Divisions.
- Separate evolution of many diverse processes for registration, approvals, controls, inspections and testing and these need to be harmonised.
- There is a reliance on paper-based transactions and spreadsheet or email-based activities.
- There is evidence of once-off development of IT solutions for similar activities.
- Transfer of information between Divisions can be problematic.
- GDPR and security of information are important.
- Process harmonisation needed to be addressed.



2. Overview of Main Results

Key Elements of Digitalisation Plan

- Formulation of Proposed Technical Solution
- Harmonisation and Rationalisation of Current Processes
- Internal Orchestration and Digitalisation
- Self-Service Portal for Clients
- User friendly HHD Hardware and Software
- Processes for Data Warehouse, Business Intelligence and Data Analytics
- GDPR Compliance and Information Sharing and Security
- Weighting Systems/Scales for Risk Profiling

Source: Consultancy Review Team



3. Overview of Lessons Learned

- Significant levels of complexity involved in the Food Safety System in Ireland. DAFM constitute only one entity of the wider Food Safety System
- Study highlighted the importance of consulting with Industry on various aspects of the regulatory system
- Importance of investment in ongoing skills development to address evolving developments in the sector
- Potential opportunities for greater use of digitalisation in various regulatory processes
- Need to consider existing processes before designing a digital solution



4 . Summary of Key Conclusions

- The independent analysis undertaken by the Consultancy Review Team has confirmed the strength of Ireland's existing FSFA system but has demonstrated the need for changes to reflect the evolving developments in food safety and food authenticity.
- The review highlights the need for ongoing investment in skills, the benefits of streamlined harmonised processes, and the requirement for enhanced stakeholder engagement.
- A key area identified was the importance of having a unified approach to risk management and the need for increased use of data analytics to enhance risk analysis and inspections. Our findings also confirm the critical role of co-ordination of communications.
- The analysis demonstrates a strong business case for the implementation of a Digitalisation Plan, particularly as it would assist in reducing risk as well as securing cost efficiencies and operational benefits.

