



Ministry of Environment  
and Food of Denmark  
Danish Veterinary and  
Food Administration

# **Professional, sustainable and innovative**

## The Danish Veterinary and Food Administration. Strategy 2020-2023

# Professional, sustainable and innovative

Strategy 2020-2023 from the Danish Veterinary and Food Administration sets an ambitious direction for our work internationally, in Denmark and for our organisation internally.

We aim to be a front-runner and work actively to promote Danish sustainable food production. This is not only an advantage for the world, but also for Danish businesses, which can brand Danish food internationally as sustainable along with a high level of food safety and animal health.

## **Our mission**

The Danish Veterinary and Food Administration works for sustainable food production with focus on healthy animals and people.

## **Our vision**

The Danish Veterinary and Food Administration will create the framework for sustainable food production through knowledge, collaboration and innovation.

The strategy provides the foundation for how we will achieve our goals. Five main focus areas will set the agenda for work up to 2024.

- **Sustainable food cluster**
- **Innovation and agility**
- **Digital transformation**
- **A professional administration and a credible authority**
- **Attractive workplace.**

The strategy contains external initiatives. Through collaboration with businesses, organisations and researchers, the Danish Veterinary and Food Administration will seek to resolve the challenges we face in a transformation to more sustainable food production.

The strategy has an internal perspective too. We want to be an attractive workplace that attracts employees with the right professional competences to enable us to realise our ambitious strategic goals. This will be through innovation, digital transformation and by focusing on professionalism and credibility.

All of the main initiatives in the strategy are cross-disciplinary, as we believe that the solutions to future challenges lie across disciplines and skills. And we aim to be a digital administration, offering world-class digital solutions.

Secure administration, competent control, as well as a high level of professionalism are preconditions for a successful strategy, and therefore our core task will remain in focus, alongside with development of the sustainable food cluster, innovation and digitalisation.

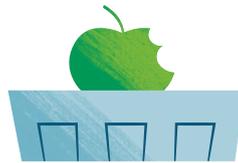
# 1

## Sustainable food cluster

The Danish Veterinary and Food Administration will promote sustainable food production in Denmark. In collaboration with the entire food cluster, the Danish Veterinary and Food Administration will develop solutions that provide better resource-efficiency, sustainable sources of animal feed, healthier food and less food waste in all phases. This will help meet the UN Sustainable Development Goals and it will brand Denmark as a crucial player in the sustainability agenda.



Resource efficiency



Reduced food waste



Sustainable animal feed sources



Sustainable Development Goals



Photo: Colourbox

## Danish Veterinary and Food Administration 2023

In 2023, the Danish Veterinary and Food Administration will be an active player in ensuring sustainable transformation of the entire Danish food production. One prerequisite for economic growth and sustainable development is a reduction in the climate impacts and by changing the way in which food is produced and consumed. However, the road to sustainable solutions is rarely straight, and often diverges across disciplines and sectors. Therefore, collaboration with the entire food chain is an important element in development of the sustainable food cluster, where success demands commitment and action from the entire chain.

**A reduced carbon footprint from our food requires that we think out of the box, e.g. by using alternative sources of protein such as insects, seaweed and starfish in animal feed.”**



Photo: Dansk Skaldyrcenter/DTU Aqua

Denmark should be well known as a country with green entrepreneurship, and many Danish enterprises have set specific goals to reduce future climate impacts. The Danish Veterinary and Food Administration will support companies to achieve their goals by helping clear barriers out of their way: When enterprises are to find alternative sources of feed for livestock production, when new products are to be developed and approved, when enterprises want to recycle water and other residual products in production, and when we want to reduce food waste in agriculture, in businesses and in industrial kitchens. The Danish Veterinary and Food Administration will provide Danish consumers with information and tools to a more healthily and sustainably living with regard to their diet and their possibilities to reduce food waste.

A high degree of food safety and animal health is crucial for Danish success in the food area. The strong confidence in Danish food products is based on an effective and well-functioning approval and control system in both the veterinary and food areas. This has not changed and is still an essential requirement. However, sustainable food production is the additional element that will secure an international advantage for Danish food products. The sustainable food cluster will therefore be used to brand and sell Danish food products on export markets, and will help Denmark gain new territory.



## The Danish Veterinary and Food Administration will

Efforts within sustainable food production and food waste often challenge the professional and legal framework. A reduced carbon footprint from our food requires that we think out of the box, e.g. by using alternative sources of protein such as insects, seaweed and starfish in animal feed. Danish agriculture and Danish businesses are excellent and efficient, and therefore there is a good potential to realise ambitions for more sustainable production. This often requires more flexible regulations for food production, and the many EU regulations in particular have moved from setting an appropriate framework to becoming a barrier. In this context, research has an ever more important role. On the one hand, research can underpin sustainable development and, on the other hand, research can relate critically to the implications of this for animal health, food safety, and public health.

The necessary research-based assessments must be in place before introducing new and unknown production systems, just as it requires that the Danish Veterinary and Food Administration work with other authorities within the environment, climate and health. Experience shows that the right research can put pressure on EU regulations. We must also be better at exploiting the results of research in the administration of legislation, so that corresponding barriers can profit from solutions to corresponding challenges. The role of the Danish Veterinary and Food

Administration is to ensure constructive solutions by acting as a link between what the industry wants, what research can provide, and the legal opportunities and restrictions.

Efforts against food waste and to promote sustainable food production reach beyond Danish borders. We will stress the sustainable dimension when we export food products, and we will strengthen exports of sustainable food. We will also strengthen green diplomacy by demonstrating sustainable solutions in the EU and on the international stage, and in this context we will promote exports of Danish sustainability know-how and of Danish organic food products.

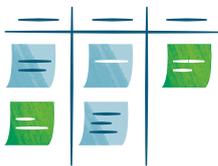
Consumer engagement in a sustainable future is important, and many consumers want to make an extra personal effort. The Danish Veterinary and Food Administration will support this by continuing initiatives for healthy food and by incorporating a responsible climate dimension in dietary recommendations. This will not just help the climate; it will also pave the way for healthier food habits.

There is huge potential in developing a sustainable food production, just as it will have great significance for climate efforts. However, it is not clear whether, for example, alternative sources of protein for pig feed, reuse of process water in industry or climate-responsible dietary recommendations will have the largest climate impact. Therefore, research shall provide us with knowledge to prioritise initiatives in industry, with consumers, and at research institutions, and thereby also at the Danish Veterinary and Food Administration.

# 2

## Innovation and agility

The Danish Veterinary and Food Administration will work innovatively and agilely. Constant renewal is required for continued value growth, and this demands that we continuously solve challenges in new ways and more rapidly. Our stakeholders demand a flexible authority willing to adapt and cooperate when there is a need for new legislation, approvals for more sustainable forms of production and healthier food, and a need to open markets and facilitate new research.



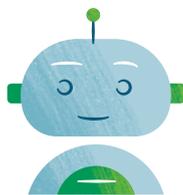
Agile processes and methods



Interprofessional and transdisciplinary teamwork



Sharing ideas and knowledge



Use of new technology





Photo: Jesper Blaesild

## Danish Veterinary and Food Administration 2023

In 2023, the Danish Veterinary and Food Administration will focus on both the surrounding world and our own organisation with a more strategic aim at innovation.

Initiatives aimed at the surrounding world are characterised by collaboration and involvement of stakeholders in partnerships and in smaller groups. This applies for initiatives involving proactive influence on EU legislation, open decision-making processes, and initiatives to make our own knowledge available on digital platforms. And initiatives to instill an ability to listen to our customers, stakeholders and consumers. Among other things, this will be through user panels, dialogue fora and customer pathways.

The Danish Veterinary and Food Administration's organisation and processes promote innovation, both in the food cluster and internally within the Administration. Therefore, we have optimised our structure, methods and collaboration for faster decision-making processes. Research results are combined with the collective knowledge of society and employees to develop new ways to perform core tasks. Therefore, we actively apply agile processes and methods within Design Thinking.

The Danish Veterinary and Food Administration has the credibility of both the Administration and the food cluster in focus. New solutions should not compromise secure operation and confidence in food safety, animal health, animal welfare and initiatives for more healthy food. Therefore, we use tests, regular evaluations and impact assessments of new solutions to show specific benefits for consumers, businesses and the Administration's core tasks.

There are fewer and smaller barriers from proposal to action. And we deliver on expectations of rapid decision-making processes and dissemination of knowledge without having to compromise on quality and credibility.



## The Danish Veterinary and Food Administration will

We will anchor innovation throughout the entire organisation. Our approach to innovation will be shared and coherent throughout the organisation, from the headquarters to inspection units. Specifically, we will draw on inspiration from Design Thinking, test and define methods for more agile processes, and we will identify and implement needs for competence development. We will strengthen cross-departmental collaboration within the organisation, because new ideas often arise between specialist areas, and we will involve customers and users when relevant.

**Innovation is also to predict opportunities and barriers, and in this context research plays an important role. If we are to be able to act agilely and with due diligence, we must be even better at predicting future research needs.”**

There will be management focus on the everyday innovations initiated by employees as a routine part of their work. These are ideas that can be further developed to have greater strategic significance for the organisation. This will encourage knowledge-sharing across the organisation, but most important of all it will ensure that good solutions benefit everyone.

The Danish Veterinary and Food Administration will focus on how collaboration with stakeholders can be further developed in the overall portfolio of tasks. We will enhance the conditions for innovation in the sector, both in our public-private partnerships and in action plans etc. Therefore, we will test methods to involve stakeholders in connection with new or changed legislation, developing new products or types of production, etc. At the same time, digital innovation will also be applied to provide targeted and relevant knowledge for the individual enterprise or farm. The objective is to maintain and develop the high quality in the sector and make control and inspection even better.

Innovation is also to predict opportunities and barriers, and in this context research plays an important role. If we are to be able to act agilely and with due diligence, we have to be even better at predicting future research needs. Therefore, the Danish Veterinary and Food Administration will ensure that research is an element in providing the necessary academic weight to remove barriers to innovation.



Photo: Jesper Blæsild

# 3

## Digital transformation

The Danish Veterinary and Food Administration has a long-term vision to deliver world-class digital services; a vision that extends far beyond this strategy period. The digital transformation will equip the Danish Veterinary and Food Administration to meet external expectations with regard to food safety, healthy food, animal health and animal welfare. Therefore, the digital transformation must also improve work by individual employees, as well as the Administration's core business.



World-class digital services



Transparent data



Clear and concise communication with customers



Self-serve data preparation



## Danish Veterinary and Food Administration 2023

Expectations of how we work and our performance are constantly changing, not least because digitalisation affects how we understand and perform our tasks. By 2023 we will have taken a quantum leap towards far-reaching improvements, because we consider data as a resource to create cohesive services, because we work agilely and innovatively, and because we have a concerted stakeholder focus from which we strive to fulfill their needs. In other words, we will remain just as relevant as we are today.

In five years our customers will still be met with a professional and service-minded Administration, where digital technologies are utilised in core processes and to proactively disseminate knowledge.

We will make data available for both customers and employees in an easy-to-manage manner, so that data is relevant and individually customised, for example for better dialogue on and outcomes from an inspection, for analysis and benchmarking, and for cohesive public services. And to push knowledge via “My page” or other digital platforms when a farm, restaurant or consumer is planning changes in production or lifestyle.

We will use new technologies to improve our many emergency response tasks and for models that combine authority data and industry data. The most recent research knowledge, business results and reports from the consumers will be converted faster to improve the quality of



Photo: Jesper Blæsild

**Among other things, we use data to improve inspection visits and for analyses and benchmarking. And to push knowledge via “My page” or other digital platforms when a restaurant, a consumer or a farm is planning changes in production or lifestyle.”**

authority tasks and preventive efforts as well as for information that can ensure consumers safety and give businesses a competitive edge on export markets.

The Danish Veterinary and Food Administration is well aware that the digital transformation requires constant development of understanding IT and data at all levels in the organisation. Development of core processes requires solid and standardised methods, and that we are able to explore new solutions and facilitate innovation in customer-oriented digital projects.



Photo: Jesper Blæsild

## The Danish Veterinary and Food Administration will

In order to develop the foundation of the vision of world-class digital services, in the first part of the strategy period the Danish Veterinary and Food Administration will focus primarily on efficient and responsible management of IT systems, establishing data governance and digital architecture, and setting process ownerships. This will create the foundation for cohesive prioritisation and development of digital work with outset in the needs of the customer and expectations of the outside world.

The Danish Veterinary and Food Administration will initiate analyses with a view to innovation for several important digital systems with focus on security, user-friendliness as well as supporting data quality and data presentation. Digitalisation will also be utilised to develop control and inspection such that data will support selection for control and inspection to an even greater extent, and collaboration with stakeholders is to lead to the use of data from other sources too, with focus on transparency of use, ethics and security. The approach will, as far as possible, entail use of standard systems, cohesive selection of technology, and not least use of the standard functionality etc. in common central government systems.

The Danish Veterinary and Food Administration will continue its dialogue with customers, among other things through work on customer pathways. This will help us to understand the changes in customer needs, to plan and adapt our service functions and to take our outset

in the customer's situation instead of our own organisational structure. The Danish Veterinary and Food Administration will create a common platform, or an ecosystem that can serve as a two-way technology solution for the Administration, consumers and businesses. The objective is good customer experience, promoting equal dialogue and access to keeping up to date with regulations and guidelines. The objective remains to improve possibilities for preparation and thereby for high-quality control and inspection.

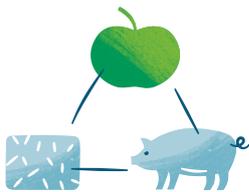
Digital transformation is closely linked to the other main focus areas in the strategy and it will help realise ambitions in these areas. An important element is a digital mindset for both managers and staff. The Danish Veterinary and Food Administration will therefore develop awareness so that we can take a position on current and future tasks and develop in relation to these. We will identify and execute on the opportunities created by new technology. We will establish a "Danish Veterinary and Food Administration Academy" to ensure this development.

We will organise the Danish Veterinary and Food Administration to promote agility and innovation enabling us to create opportunities and make decisions more quickly. The experimental approach will be most prominent in customer-oriented projects, but without compromising security in core tasks. There will be a close link and good balance between the experimental and the solid foundation.

# 4

## A professional administration and a credible authority

The Danish Veterinary and Food Administration is to be the academic flagship and the authority on the food, animal feed and veterinary fields in a changing world. Secure operations and a high level of professionalism are the foundation for the credibility of communication from the Danish Veterinary and Food Administration. Communication that is punctual, clear and targeted at consumers, primary producers, large and small businesses, hobby farmers and export markets.



Authority within the food, animal feed and veterinary area



Proactive and transparent communication



Competent and fair



Professional and credible



Photo: Jesper Blaesild



## Danish Veterinary and Food Administration 2023

Dietary guidelines, animal welfare and control-fees have all been brought up in the political debate. This is a challenge for the Danish Veterinary and Food Administration, as our professionalism, the correctness of our calculations and our academic evidence all come into question on the basis of emotions and opinions. This results in dilemmas such as "is organic production the solution to climate change, or rather a part of the problem"?

The Danish Veterinary and Food Administration will meet this challenge by continuing to work professionally and evidence-based, and we have a long tradition of working closely with research institutions in Denmark. This collaboration has been the basis for many decisions pertaining to authority tasks and initiatives at the Danish Veterinary and Food Administration in the area, for example salmonella action plans, labelling schemes and dietary guidelines, and this will continue in the future.

Professionalism and evidence-based knowledge are, however, worth nothing if they are not perceived as credible. The most important thing is to secure great confidence and respect for the core tasks of the Danish Veterinary and Food Administration and that inspection and control is perceived as competent, fair and sufficient. But credibility is also enhanced by the Danish Veterinary and Food Administration's open and correct

administration. We shall be open about dilemmas arising in the interplay between science and opinions. For example, are free-range chickens to prefer for reasons of animal welfare, even though this means that they have more campylobacter? Are GMOs the solution to global food shortages, or are they a ticking environmental bomb? Should food waste be prevented at any price, or should hygiene and food safety have more priority?

Our professional expertise also comes into play when legislation no longer harmonises with reality. In this context, EU regulations are a particular challenge, as changing these can be a protracted process. With a large and innovative Danish food cluster and an active research environment, the Danish Veterinary and Food Administration plays an active role in the legislative process in the EU.

Our professional authority means that stakeholders and the media come to the Danish Veterinary and Food Administration for knowledge about sustainable food production, healthy food, food safety and animal welfare. We want to be active in the public debate and provide the necessary specialist edge. Our communication will be an integral part of our work on an equal footing with expertise in scientific, legal, economic and political aspects, and it will be part of the culture throughout the entire Danish Veterinary and Food Administration.



Photo: Jesper Blaesild

## The Danish Veterinary and Food Administration will

The Danish Veterinary and Food Administration must at all times have the competences to carry out tasks and communication with the world around us. Therefore, we work strategically to ensure that our competences are adapted to developments in our authority role, digitalisation and societal development.

**The specialist knowledge at the Danish Veterinary and Food Administration must come into play - more actively, more clearly and more rapidly. Rapid response and a high level of professionalism can be a challenge. Therefore, we will prepare a communication strategy that will focus on communicating on time without compromising our credibility, because the information we communicate remains valid and correct.”**



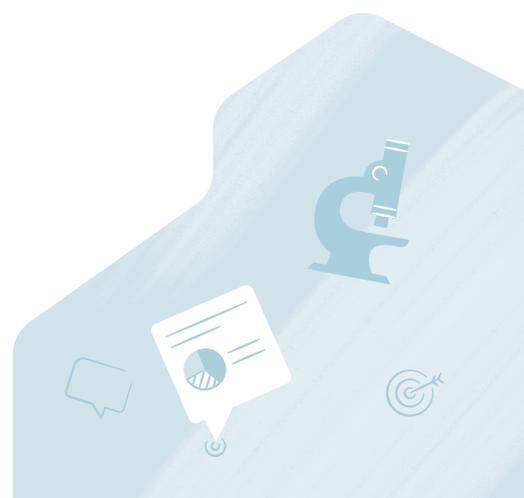
Photo: Jesper Blaesild

We secure legitimacy and confidence in our work through openness in our administration of regulations, and by being able to explain the results of our inspection and control. We always strive to act in accordance with formal procedures, and if we make errors, we admit our fault and correct the situation as soon as possible.

We will use our expertise and credibility to influence the legislative processes in the EU and to challenge the European Commission on the specific interpretations of EU regulations when they no longer fit with developments in society and in food production. We will seek alliances with like-minded member states. And if we have the arguments and particularly research-based evidence on our side, experience shows that we can succeed. We must have more of this.

The Danish Veterinary and Food Administration will monitor the wishes and needs of stakeholders throughout, from farm to fork, from industry to consumer. Therefore, we will enter into dialogue in partnerships and dialogue fora, and through studies of stakeholders' views about the services we offer in control and inspection, on our digital platforms, and in communication through the media.

The specialist knowledge at the Danish Veterinary and Food Administration must come into play - more actively, more clearly and more rapidly. Therefore, we will incorporate communication at the very start of a task. All the Administration's employees have a role here. On the phone in customer advice, in meetings with branch organisations and with individual enterprises in connection with inspection and control. Rapid response and a high level of professionalism can be a challenge. Therefore, the Danish Veterinary and Food Administration will prepare a communication strategy in which we will encourage risk tolerance to ensure timely communication without compromising our credibility, because the information we communicate remains valid and correct.



# 5

## Attractive workplace

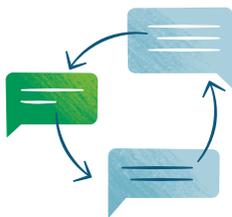
The Danish Veterinary and Food Administration aim to be one of the best public sector workplaces in Denmark. We want to attract and retain the best qualified employees in a time when competition for staff is becoming ever more fierce. We have high ambitions because our strategic goals are also ambitious. This requires that we constantly adjust both our tasks and competences. Therefore, we aim to be a workplace with high dynamics and mobility, when this is required, but also a workplace that ensures ongoing task and competence development throughout working life.



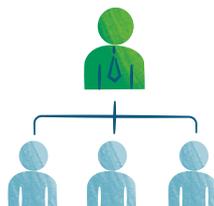
One of Denmark's best public sector workplaces



Competency-based learning



Dialogue and cooperation



Excellent leaders



## Danish Veterinary and Food Administration 2023

In 2023 the Danish Veterinary and Food Administration will be a professional, innovative and digital Administration. This is crucial to reach our objective to be an attractive workplace that can recruit employees with the right professional competences. We will focus on ensuring that the Administration has strong specialist environments within inspection and control, case processing and communication.

**All employees must have access to continuous learning. Therefore, we will set up a “Danish Veterinary and Food Administration Academy” that will gather and develop new learning methods and offer learning activities within new technology, so that digitalisation and learning go hand in hand.”**

The Danish Veterinary and Food Administration is to be a learning workplace at which good leadership, development, mobility and career opportunities are active HR policy elements. Flexibility is fundamental for the Administration to be attractive for both customers and employees. We must be able to demonstrate great flexibility

in order to accommodate customer needs and to resolve acute emergency situations. We must also be able to identify meaningful solutions that allow for flexibility for individual employee groups.

In order to ensure a successful strategy, we will establish an organisation and a culture that promote dialogue and collaboration, both internally and externally. Our aim to be an attractive partner will define both the Administration and its employees, because this creates better solutions.

In other words, we will create a workplace that people want to be a part of and ambassadors for. The Danish Veterinary and Food Administration is to be a workplace where employees have confidence in management, are proud of their work, and feel a sense of community with their colleagues. This is why good leadership and good colleagues are vital, as is the significance of the Danish Veterinary and Food Administration for society.

Finally, the Danish Veterinary and Food Administration is a sustainable workplace, in which, as an authority, we take account of sustainability not only in our specialist initiatives and legislation, but also in our routine day-to-day work.



Photo: The Danish Veterinary and Food Administration

## **The Danish Veterinary and Food Administration will**

The Danish Veterinary and Food Administration will be clear about its goal to be one of the best public sector workplace in Denmark. We will have a common identity with outset in a basic narrative that internally and externally clearly communicates who the Danish Veterinary and Food Administration is, what characterises the Danish Veterinary and Food Administration as a workplace, and what our ambitions are for the future. We will make significant sustainability efforts in our daily work, both with regard to the food served in the staff canteen, our choice of vehicles and the design of our offices.

The Danish Veterinary and Food Administration will focus on competences and learning both for the individual employees and for the organisation as a whole. We will experiment with new work methods, develop new cross-cutting success and performance targets, and work on our culture so that achieving results across departments and disciplines, clear communication and innovation all become part of our culture on an equal footing with secure operations and a high degree of professionalism.

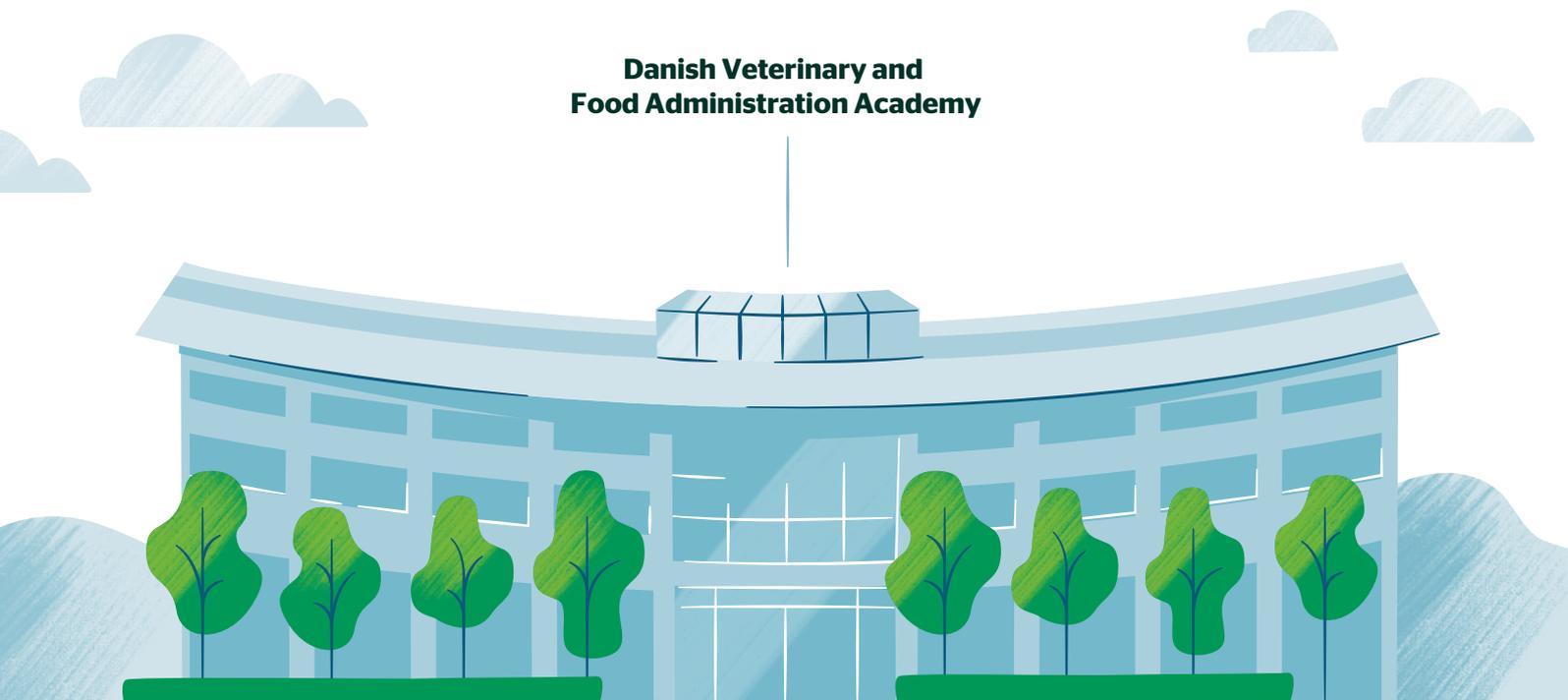
Therefore, we will be more conscious of what new competences the Danish Veterinary and Food Administration needs in the future, and how we can find them. All employees must have

access to continuous learning. Therefore, we will set up a “Danish Veterinary and Food Administration Academy” that will gather and develop new learning methods and offer learning activities within new technology, so that digitalisation and learning go hand in hand.

In order to accommodate customers’ as well as the employees’ needs for flexible solutions, the Danish Veterinary and Food Administration will examine the possibilities for more flexibility for individual groups of employees. This process will fully respect cohesion in the organisation and relevant agreements.

An adjusted leadership guideline will ensure that managers have a clear customer and employee focus. This will create results within their own unit, and in relation to the cross-cutting processes with other internal and external collaboration partners, and it will raise awareness of digital developments. It will also nurture a leadership approach in which staff competences, well-being and development in different generations are brought into play.

### **Danish Veterinary and Food Administration Academy**



The Danish Veterinary and Food Administration is part of the Ministry of Environment and Food of Denmark. We set the framework and is working towards a sustainable food production, with focus on food safety and animal health.

The Danish Veterinary and Food Administration helps ensure compliance with regulations on animal welfare and food safety through inspections and guidance for the entire chain: From farm to fork. We are behind the official dietary recommendations and the well-known smiley inspection of cafes, restaurants and supermarkets. We also inspect farmers' livestock with regards to animal health and welfare. Because of this, Denmark have one of the highest levels of food safety, animal welfare and animal health in the world.

Around 1,500 employees are based throughout Denmark, ranging from lawyers, veterinarians, and IT specialists, to nutrition experts, inspection personnel, laboratory technicians and office staff. And we all have at least one thing in common: We're all working for better food.



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