



**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 frameworks for sustainable food production through knowledge, collaboration and innovation.

Five focus areas

The strategy contains five main focus areas that will ensure we reach our goals:

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

Together with staff and collaboration partners, we look forward to realising the strategy goals.

Kind regards

Executive Director Esben Egede Rasmussen

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. In this way we will help to meet the UN Sustainable Development Goals and brand Denmark as a crucial player in the sustainability agenda.

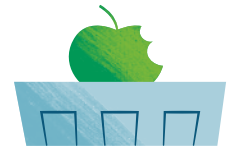
The Danish Veterinary and Food Administration will be an active player in ensuring a sustainable transformation of Danish food production to help reduce climate impacts. Sustainable solutions go across disciplines and sectors. Therefore, collaboration with the entire food chain is an important element in the development of the sustainable food cluster.

More and more Danish enterprises set specific goals to reduce future climate impacts. The Danish Veterinary and Food Administration will support enterprises in achieving their goals. We will also 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 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.”



Resource efficiency



Reduced food waste



Sustainable animal feed sources



Sustainable Development Goals

How do we achieve our goals?

Research, collaboration with other authorities, influencing EU regulations, and developing new alternative forms of production are among the tools we will use to achieve our goals.

Innovation and agility



The Danish Veterinary and Food Administration will work innovatively and agilely. 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. At the same time, new solutions should not compromise secure operation and confidence in food safety, animal health, animal welfare and initiatives for more healthy food.

We cooperate with and involve stakeholders in partnerships and use tests, evaluations and impact assessments of new solutions to follow up on whether the solutions create value. We optimise structures, methods and our ways of collaborating in our organisation.



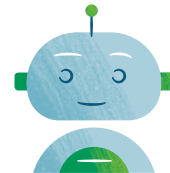
Agile processes and methods



Interprofessional and transdisciplinary teamwork



Sharing ideas and knowledge



Use of new technology

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.”

How do we achieve our goals?

We have a shared and coherent approach to innovation throughout the organisation, from the headquarters to inspection units. We test and define methods for more agile processes, implement competence development and sharpen the individual manager's focus on everyday innovation by staff and for stakeholders.

Digital transformation

Digital transformation will equip the Danish Veterinary and Food Administration to meet external expectations regarding food safety, healthy food, animal health and animal welfare. We have a long-term vision to deliver world-class digital services. In this strategy period, we will begin to create the foundation for this major change.

We consider data as a resource to create cohesive customer-centric services. We exploit digital technologies to improve emergency response and preventive efforts so that, via information, we can ensure consumers safety and give businesses a competitive edge on export markets. We make relevant data available for both customers and staff.

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.”



World-class digital services



Transparent data



Clear and concise communication with customers



Self-serve data preparation

How do we achieve our goals?

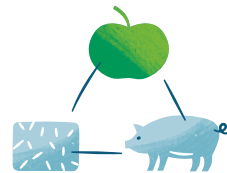
In order to create the right foundation for world-class digital services, in the first part of the strategy period the Danish Veterinary and Food Administration will focus on efficient management of IT systems and on establishing data ownerships. At the same time, we will initiate analyses that will form the basis for innovation and for the user interface designs for several of our key digital systems.

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 operation, and a high level of professionalism will ensure credibility in outputs from the Danish Veterinary and Food Administration in a reality where the correctness of our calculations and our evidence all come into question based on emotions and opinions.

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

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.”



Authority within the food, animal feed and veterinary area



Proactive and transparent communication



Competent and fair



Professional and credible

How do we achieve our goals?

We develop our competences to fit societal developments. We secure confidence in our work through openness in our administration of regulations, by being open about our dilemmas, and by being able to explain the results of our inspection and control.

Attractive workplace



The Danish Veterinary and Food Administration will be one of the best public sector workplaces in Denmark. We will attract and retain the best qualified employees in a time when competition for staff is becoming ever fiercer. This requires that we constantly adjust both our tasks and competences.

The Danish Veterinary and Food Administration is to be a learning workplace at which good management, development, mobility and career opportunities are active HR policy elements. In other words, we will create a workplace that people want to be a part of and ambassadors for. A workplace where employees experience that they are making a difference for society, have confidence in management, are proud of their work, and feel a sense of community with their colleagues.

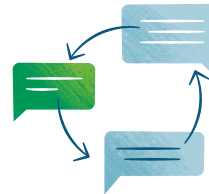
All employees must have access to continuous learning. Therefore, we will set up a “Danish Veterinary and Food Administration Academy” that will gather and develop new learning methods and offer learning activities within new technology, so that digitalisation and learning go hand in hand.”



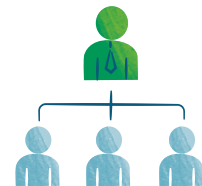
One of Denmark's best public sector workplaces



Competency-based learning



Dialogue and cooperation



Excellent leaders

How do we achieve our goals?

We communicate clearly what characterises the Danish Veterinary and Food Administration as a workplace, and what our ambitions are for the future. The Danish Veterinary and Food Administration has focus on competences and learning. We experiment with new ways of working, we are dedicated to achieving results, and we work with our culture so that we create an organisation that promotes dialogue and collaboration, both internally and externally.

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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