

Business Committee performance report

10 September 2025

FSA BC 25/09/04

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Executive performance dashboard 13 August 2025



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Regulator

Objective: We **must** directly deliver official controls in meat, dairy and wine businesses (including exporters)

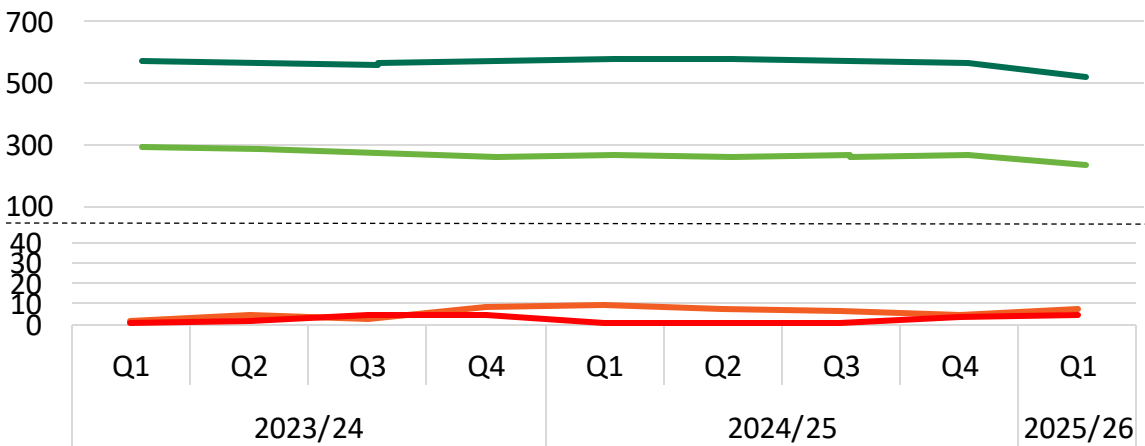
Overall RAG G

Meat, wine and dairy audit

What does overall meat food business operator (FBO) compliance show?

Measure		2025/26 Target	Previous period (Q4)	This period (Q1)	Previous RAG	This RAG
No. Meat FBO audits completed	E and W	152/Q	157	165	G	G
	NI	8/Q	6	8	G	G
% Meat FBO audits completed by agreed timescales	E and W	90.0%	98.1%	100%	G	G
	NI	100%	100%	100%	G	G
% Meat FBOs where urgent improvement is necessary	E and W	<1.5%/M	0.5%	0.8%	G	G
	NI	<1.5%/M	0%	0%	G	G

Number of meat FBOs by compliance rating by the three nations
Good; **Generally satisfactory**; **Improvement** and **Urgent improvement necessary**



Are we delivering our statutory obligations in wine premises?

Measure	Ambition	Year to date	Previous period (Q4)	This period (Q1)	Previous RAG	This RAG
Visits carried out in year (quarterly)	237	262	280	262	G	G

Are we delivering our statutory obligations in dairy premises?

Measure		Ambition	Previous period (Q4)	This period (Q1)	Previous RAG	This RAG
% dairy visits completed within frequency	E and W	98.4%	98.9%	88.5%	G	R
	NI	100%	100%	100%	G	G
RCDM sampling - % of failed samples due to harmful bacteria	E and W	0%	4.5% 5/111	7% 6/85	A	R
	NI	0%	50% 1/2	0% 0/2	A	G

Dairy visits: We have implemented a new compliance framework to enhance inspection effectiveness and improve regulatory outcomes.

RCDM samples for Q1. 6 sample results were non-compliant in England. Sales ceased until a compliant sample was received.

Regulator

Objective: We **must** directly deliver official controls in meat, dairy and wine businesses (including exporters)

Overall RAG G

Official Controls

Do we have the right resources to deliver? (England and Wales only)

Measure	Ambition	Previous period (Q4)	This period (Q1)	Previous RAG	This RAG
MHI attrition (FSA)	<8%	3.6%	1.7%	G	G
MHI resourcing (EMHI vs CMHI from SDP) %	50:50	46:54	43:57	G	A

SDP: Service Delivery Partner

EMHI: Employed Meat Hygiene Inspector

CMHI: Contract Meat Hygiene Inspector

MHI: Meat Hygiene Inspector

Approval of new meat FBOs

Are approvals of new meat establishments delivered in line with legislative requirements?

Measure		2025/26 Target	Previous period (Q4)	This period (Q1)	Previous RAG	This RAG
% conditional approvals under 3 months	E	90%	95% (19)	94% (17)	G	G
	W	90%	100% (3)	100% (1)	G	G
	NI	100%	100% (3)	100% (2)	G	G
% full approvals under 6 months	E	100%	100% (20)	94% (18)	G	R
	W	100%	75% (4)	NA (0)	R	NA
	NI	100%	100% (1)	100% (1)	G	G

Conditional approval: Granted subject to any conditions or limitations that apply.

Full approval: Establishment meets the relevant requirements of food law.

Regulator

Objective: We **must** deliver an efficient and effective response to food and feed incidents

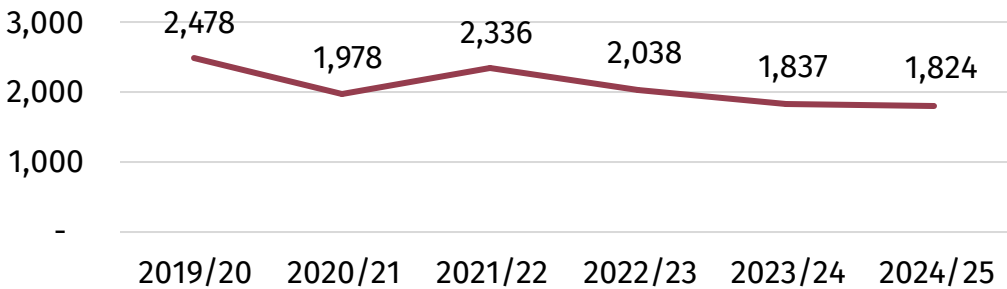
Overall RAG G

Incidents and response

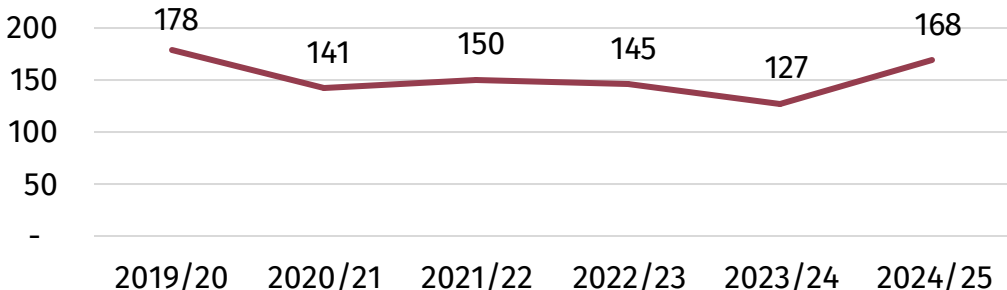
How many incidents are taking place and what category do these fall into?

Measure	Tolerance	Previous period (Q4)	This period (Q1)	Previous RAG	This RAG
Total incidents occupying time	437	861	949	R	R
Number of new incidents	350	591	446	R	A
Number of non-routine	3	1	0	G	G
Total number of outbreaks	8	4	5	G	G
% high and medium priority incidents*	-	-	87.0%	NA	NA
...of which high priority*	-	-	54.1%	NA	NA
Number of Allergy Alerts	13	21	17	R	A
Number of Product Recall Information Notices (PRINs)	16	18	19	A	A
Incidents is three nation data.					
*Previous data, RAGs and tolerance not applicable due to a methodology/system change					

Total incident notifications received by financial year to 31 March 2025



Number of food alerts notifications issued by the FSA to 31 March 2025



Incidents: “When action is required to protect consumers when concerns around the safety or quality of food (and/or feed) are raised.” | **Non-routine:** “A food incident, which cannot be dealt with using everyday resources and procedures.”

Regulator

Objective: We **must** deliver an efficient and effective response to food crime

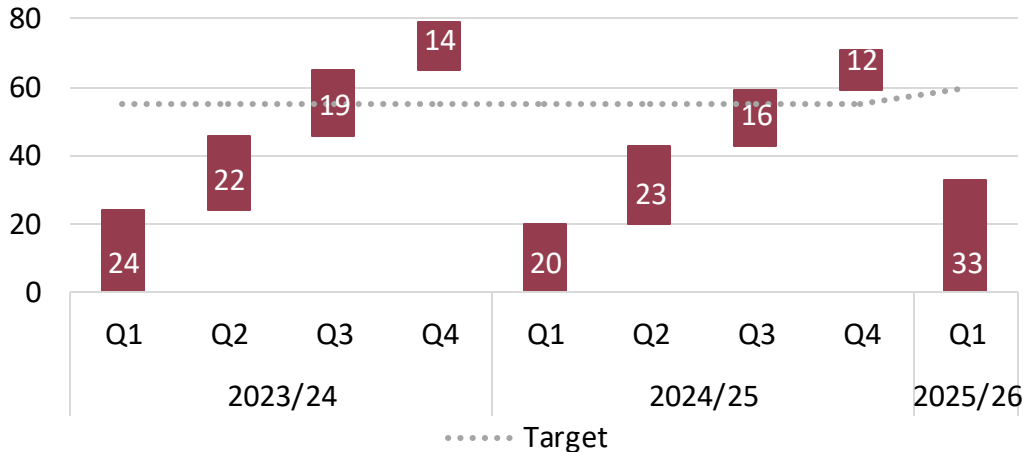
Overall RAG G

National Food Crime Unit (NFCU)

Are NFCU operations successfully leading to outcomes?

Measure	2025/26 target	Year to date	Previous period (Q4)	This period (Q1)	Previous RAG	This RAG
% closed NFCU operations that led to an outcome	60%	68%	55%	68%	G	G
% NFCU SIRs which improved rating	55%	0%	45%	0%	G	R
No. disruptions overall	60/yr	33	12	33	A	G
No. outcomes overall	130/yr	36	28	36	G	G

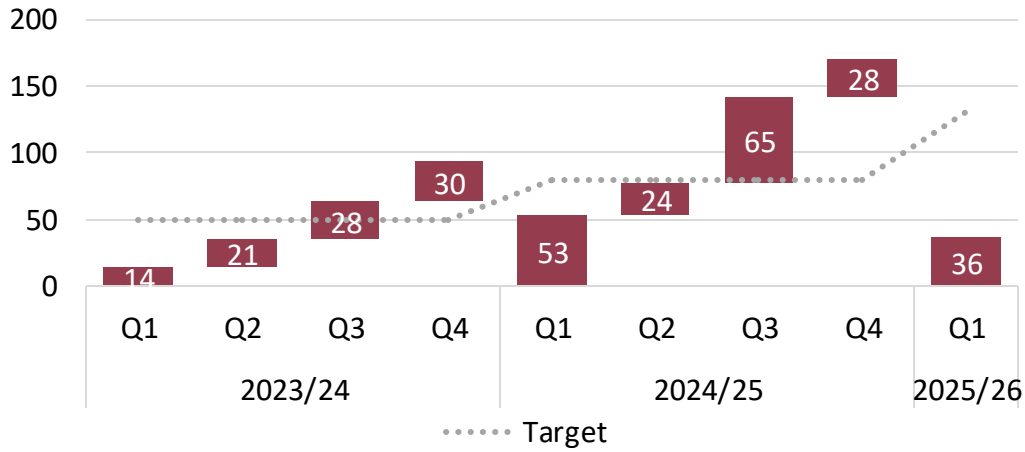
Cumulative disruptions per quarter



What is the impact of NFCU operations?

Measure	2025/26 target	Year to date	Previous period (Q4)	This period (Q1)	Previous RAG	This RAG
Volume of unfit food products removed from the food chain (kg)	NA	18,078kg	418kg ¹	18,078kg	NA	NA
% of business that changed prevention practices (target hardening) following FFRT	NA	61%	66% (26/39)	61% (19/31)	NA	NA

Cumulative outcomes per quarter



¹ Data from previous period has been uplifted from 310kg

Regulator

Objective: We **must** deliver our regulatory responsibilities as the national regulator to assure that feed, food and importing businesses are compliant

Overall RAG R

LA performance - Are required interventions at all risk establishments taking place?													
England							Wales						
Measure		Benchmark	Previous period	This period	Previous RAG	This RAG	Measure		Benchmark	Previous period	This period	Previous RAG	This RAG
Food Hygiene: % due interventions achieved	A rated	98.9%	92.9%	98.6%	<div>R</div>	<div>A</div>	Food Hygiene: % due interventions achieved	A rated	99.7%	98.8%	100.0%	<div>A</div>	<div>G</div>
	B rated	96.3%	91.2%	96.5%	<div>A</div>	<div>A</div>		B rated	98.5%	96.8%	99.3%	<div>A</div>	<div>G</div>
	C rated	91.3%	76.0%	85.4%	<div>R</div>	<div>A</div>		C rated	93.2%	85.5%	88.5%	<div>A</div>	<div>A</div>
	D rated	83.5%	58.5%	67.0%	<div>G</div>	<div>G</div>		D rated	80.5%	49.6%	54.6%	<div>G</div>	<div>G</div>
	E rated	72.4%	28.7%	42.3%	<div>G</div>	<div>G</div>		E rated	82.2%	23.7%	28.6%	<div>A</div>	<div>G</div>
Food Standards: % due interventions achieved	A rated	75.7%	70.9%	90.2%	<div>R</div>	<div>G</div>	Food Standards: % due interventions achieved	A rated	90.8%	83.2%	94.7%	<div>G</div>	<div>G</div>
	B rated	29.7%	19.6%	17.6%	<div>G</div>	<div>G</div>		B rated	60.3%	32.5%	43.9%	<div>G</div>	<div>G</div>
	C rated	32.4%	16.2%	16.2%	<div>G</div>	<div>G</div>		C rated	60.3%	26.4%	34.7%	<div>G</div>	<div>G</div>
Northern Ireland													
Food Hygiene: % due interventions achieved	A rated	99.2%	95.0%	100.0%	<div>A</div>	<div>G</div>	The benchmark covers the pre-COVID-19 levels (2019/20). Previous period covers Q1-2 2024/25. This period covers Q3-4 2024/25.						
	B rated	98.7%	95.9%	99.1%	<div>A</div>	<div>G</div>							
	C rated	92.5%	79.3%	91.9%	<div>R</div>	<div>G</div>							
	D rated	88.2%	60.3%	61.9%	<div>G</div>	<div>G</div>							
	E rated	77.1%	54.2%	60.6%	<div>G</div>	<div>G</div>							
Food Standards: % due interventions achieved	A rated	94.7%	87.9%	96.3%	<div>G</div>	<div>G</div>							
	B rated	89.9%	69.0%	75.9%	<div>G</div>	<div>G</div>							
	C rated	80.6%	56.9%	51.5%	<div>G</div>	<div>G</div>							

Regulator

Objective: We **must** deliver our regulatory responsibilities as the national regulator to assure that feed, food and importing businesses are compliant

Overall RAG R

LA performance and resourcing

Are local authorities managing unrated businesses?

Measure		Benchmark (Pre-COVID levels)	Previous period (Q1-2 2024/25)	This period (Q3-4 2024/25)	Previous RAG	This RAG
Number of businesses unrated (Food Hygiene)	E	29,021	40,162	36,690	R	R
	W	1,388	1,880	1,765	R	R
	NI	599	412	297	G	G
Number of businesses unrated (Food Standards)	E	68,448	79,151	83,875	R	R
	W	4,160	4,918	3,897	R	A
	NI	606	386	285	G	G

Interventions: Both reactive and proactive activities such as inspections, sampling visits, full and partial audits and surveillance and intelligence gathering.

FTE: Full time equivalent, includes ‘authorised officer’, regulatory support officers and trainees.

LAs escalated: Where LAs are in stage 1 (written request from FSA to LA Head of Service) or higher if the escalation process.

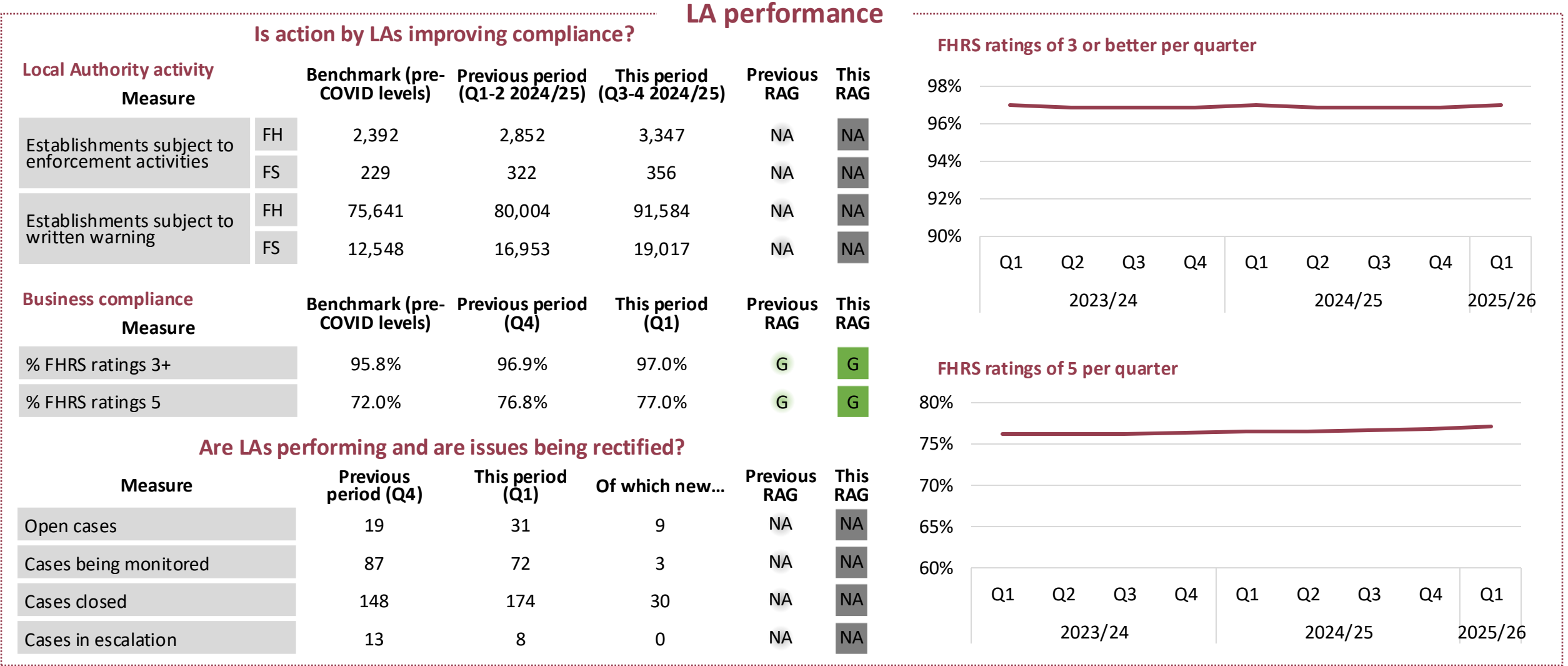
Do LAs have enough resource in place to deliver the controls?

Food Hygiene		Measure		Previous period (Q1-2 2024/25)	This period (Q3-4 2024/25)	Previous RAG	This RAG
FTE allocated to deliver controls	E			1,290	1,337	R	R
	W			155	158	G	G
	NI			61	65	A	A
FTE occupied to deliver controls	E			1,171	1,207	R	R
	W			133	145	A	A
	NI			58	57	R	R
Food Standards		Measure		Previous period (Q1-2 2024/25)	This period (Q3-4 2024/25)	Previous RAG	This RAG
FTE allocated to deliver controls	E			278	259	R	R
	W			62	63	R	R
	NI			32	32	R	R
FTE occupied to deliver controls	E			249	234	R	R
	W			54	56	R	R
	NI			31	29	R	R

Regulator

Objective: We must deliver our regulatory responsibilities as the national regulator to assure that feed, food and importing businesses are compliant

Overall RAG R



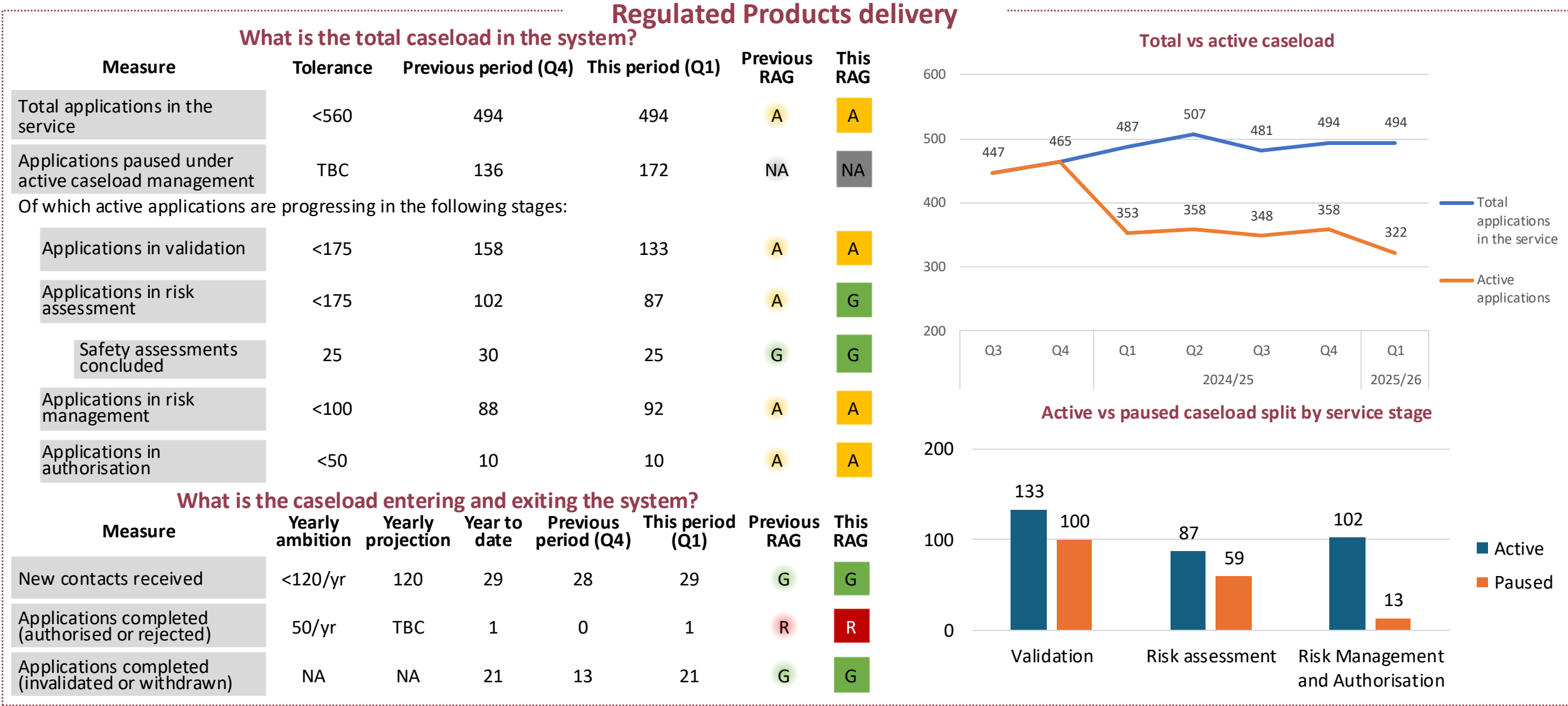
Market Authorisations of Regulated Products

Regulator

Objective: We **must** maintain an effective and efficient risk analysis process, supporting decision makers across all UK countries

Overall RAG

R



Evidence generator

Objective: We **must** ensure risk analysis decisions and priority ‘core and change’ work are informed by timely and robust science and evidence.

Overall RAG G

Science, evidence and research

Does our science have impact?

Measure	12-month average	Previous period (Q4)	This period (Q1)	Previous RAG	This RAG	Measure	12-month average	Previous period (Q4)	This period (Q1)	Previous RAG	This RAG
Number of reports published	53/Q	59	46	G	G	Total mentions – Scientific outputs published by the FSA ¹	28	35	19	NA	G
						Total mentions – FSA funded research outputs ²	364	294	270	NA	G

Do we provide evidence to support FSA functions?

Risk Analysis Process (RAP) - SERD responsibilities

Measure	Target	Previous period (Q4)	This period (Q1)	Previous RAG	This RAG
Evidence packages completed	NA	14	1	NA	NA
RAP is followed, evidence is assured, outputs fit for purpose	100%	97%	100%	G	G
Completeness of evidence packages	100%	100%	100%	G	G
Timeliness of evidence packages	100%	93%	100%	A	G
Quality Assurance of evidence packages	100%	100%	100%	G	G
Fitness for purpose of evidence packages	100%	93%	100%	A	G

Sampling

Category	Total projects	Of which off-track*	Previous period	Previous RAG	This RAG
Science and Research	3	0% 0/3	NA	NA	G
Regulatory Monitoring	7	14% 1/7	NA	NA	G
Targeted Surveillance	3	0% 0/3	NA	NA	G
Official Control	2	0% 0/2	NA	NA	G

¹ Directly funded FSA reports
² Reports that attribute some of their funding to the FSA

Policy maker

Objective: We **must** assess and make recommendations on market access requests and provide technical input to other government departments on “Sanitary and Phytosanitary” and “Technical Barriers to Trade” issues in trade agreements

Overall RAG G

Imported foods

Do we support consumer access to safe imported food?

Measure	12-month average	Previous period (Q4)	This period (Q1)	Previous RAG	This RAG
Number of border notifications (total)	183/Q	256	216	A	A
Number of border notifications (validated)	130/Q	186	138	A	G
Number of intensified official controls	1/Q	2	0	G	G
Number of imposed checks	0/Q	0	0	G	G
Measure	Yearly Tolerance	Previous period	This period	Previous RAG	This RAG
Number of import market access audits	6/yr	0	2	G	G
Number of equivalence assessments ongoing	1/Q	2	1	G	G
HRFNAO review	Progress			Previous RAG	This RAG
4 th review of HRFNAO	Work is on track to be delivered via a late autumn SI. We have commenced the WTO notification period, and we have formally responded to the public consultation about proposed changes from earlier this year.			G	G
5 th review of HRFNAO	We are currently gathering import data and risk assessments to conduct this review, which we expect to take place early autumn.			A	G

Trade and international

Are we meeting our international obligations?

Measure	Benchmark	Previous period (Q4)	This period (Q1)	Previous RAG	This RAG
Number of export market access audits facilitated by FSA on Defra request	4	1	2	G	G
% notifications to World Trade Organisation within deadlines	100%	100%	100%	G	G
Number of Section 42 advices undergoing request, drafting, or publication	NA	0	0	G	G

Enabler

Objective: We will provide the people, resources and processes needed to deliver the FSA’s corporate objectives and priorities

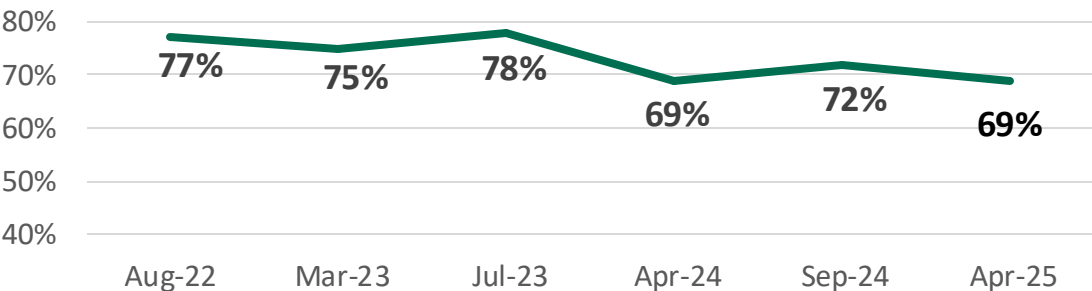
Overall RAG G

Public trust, correspondence and complaints

What is the FSA’s reputation with the public?

Measure	PS average	Previous period (Q2 2024/25)	This period (Q4 2024/25)	Previous RAG	This RAG
Trust in the FSA*	NA	72%	69%	G	A

Consumer trust in the FSA by Food and You 2 survey publication date



Are we managing complaints and responding to correspondence within deadlines?

Measure	2025/26 Target	Previous period (Q4)	This period (Q1)	Previous RAG	This RAG
Number of complaints	NA	45	11	NA	NA
Complaints responded to within deadline	100%	89%	82%	A	A
FOIs responded to within deadline	95%	100%	100%	G	G

Media coverage, social media and stakeholder engagement

Are the public engaging with the FSA online and FSA newsletters?

Measure	12-month average	Previous period (Q4)	This period (Q1)	Previous RAG	This RAG
Consumer engagement social media	2.7%	3.0%	3.4%	G	G
Business engagement social media	7.0%	12.4%	8.0%	G	G
Website visitors	679k	721k	602k	A	A
Bulletins audience growth	1.0%	0.3%	0.2%	R	R
Bulletins engagement rate	40.9%	44.7%	43.9%	G	G

Are we featuring in the news?

Measure	12-month average	Previous period (Q4)	This period (Q1)	Previous RAG	This RAG
Total pieces of coverage	6,393	6,820	3,370	G	R
Total opportunities to see (reach)	654m	2.2bn	1.4bn	G	R

Enabler

Objective: We will provide the people, resources and processes needed to deliver the FSA’s corporate objectives and priorities

Overall RAG G

Workforce

Do we have the people to deliver our priorities?

Measure	2025/26 Target	Previous period (Q4)	This period (Q1)	Previous RAG	This RAG
Westminster FTE*	1430.0	1381.4	1374.6	G	G
Northern Ireland FTE	NA	84.3	84.1	NA	NA
Wales FTE	NA	66.9	62.6	NA	NA
Westminster vacancy rate	4%	4.9%	1.7%	NA	NA

Is our workforce diverse?

Measure	Benchmark**	Previous period (Q4)	This period (Q1)	Previous RAG	This RAG	Completion rate
Sex	50% female	50.9%	50.8%	G	G	100.0%
Disability	16.9%	18.8%	19.1%	G	G	72.9%
Ethnicity	16.6%	11.6%	11.8%	R	R	85.5%
Sexual orientation	6.9%	6.9%	6.9%	G	G	77.4%

Financial performance

Westminster Resource and Capital Departmental Expenditure Limits

Measure	Budget £million	2025/26 Forecast £million	Under / (Over) spend £million	Variance (outturn vs budget)%	This RAG
Westminster RDEL and CDEL	136.9	132.5	4.4	3%	A
Wales RDEL and CDEL	5.4	5.2	0.2	4%	A
Northern Ireland RDEL and CDEL	18.1	17.3	0.8	4%	A
Total FSA DEL	160.4	155.0	5.4	3%	A




Are our financial processes accurate, controlled and efficient?

Measure	Target	Previous period	This period	Previous RAG	This RAG
Income collection efficiency	95.0%	97.6%	95.6%	G	G
Supplier invoices paid within 30 days	95.0%	97.0%	96.3%	G	G
Payroll accuracy	98.5%	99.8%	99.9%	G	G
Reporting accuracy (actuals)	80.0%	80.2%	90.4%	G	G
Reporting accuracy (forecast)	1%	2.3%	NA	A	NA

Data covers period up to 30 June 2025 | * Headcount limit | ** Based on Civil Service benchmark.

Annex A: RAG tolerances matrix summary

RAG (Red-Amber-Green) ratings, also known as 'traffic lighting,' are used to summarise indicator values, where green denotes a 'favourable' value, red an 'unfavourable' value and amber an 'early warning' value. It aims to introduce a level of consistency in how the measures in the performance reporting framework are presented. However, by the nature of the activities, the overall service area and measure-level RAG matrix will contain some level of subjectivity and will need to be interpreted carefully alongside the accompanying cover paper. RAGs are reviewed alongside the commentary and apply appropriate check and challenge to ensure consistency of application and analysis of trend over time.

RAG	Description / Criteria
 Green	Performance within target/tolerance. Not expected to cause any damage or minor damage with no lasting effect to the service area or ability to meet targets / goals / objectives. Utilise existing capacity to actively monitor with any expected recovery / time to resolve 3 months or less.
 Amber	Performance outside of target/tolerance and likely to cause moderate damage with little to short-term effects to the service area or ability to meet targets / goals / objectives. Targeted effort required to resolve with expected recovery / time taken 3-12 months.
 Red	Performance substantially outside agreed tolerances, with long-term effects to the service area or ability to meet targets / goals / objectives. Significant effort required and an immediate crucial priority with expected recovery / time to resolve 12 months or more.

Service areas

We use the matrix above to calculate the overarching service area RAG rating. The aim is to provide a sense of the overall health of activities and confidence in delivering against statutory obligations, objectives and targets in that area.

Individual measures

As per the overarching service area, we broadly use the matrix above to set RAGs for individual key performance indicators with a key focus on risk to delivery. This allows us to easily identify strengths and areas that require further attention. To set RAG tolerances we determined what we were trying to achieve and identified targets / ambitions / benchmarks for each KPI to provide a starting point for our tolerance ranges creating bands for what constitutes red, amber and green. Once determined, working with subject matter experts, we then defined the amount of risk we were willing to accept and therefore, the boundaries of acceptable performance in the delivery of objectives or targets. This helps to direct the performance conversation and aid decision-making around performance achievements and / or improvements.

Sitting behind the performance report we have a supporting database that records the agreed RAG rating tolerances for each measure. As with the performance measures the RAG ratings are a guide to aid the performance conversation and are periodically reviewed to maintain their effectiveness as the situation or the importance of the performance measure evolves.