

Business Committee performance report

01 December 2025

FSA BC 25-12-04

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Regulator

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

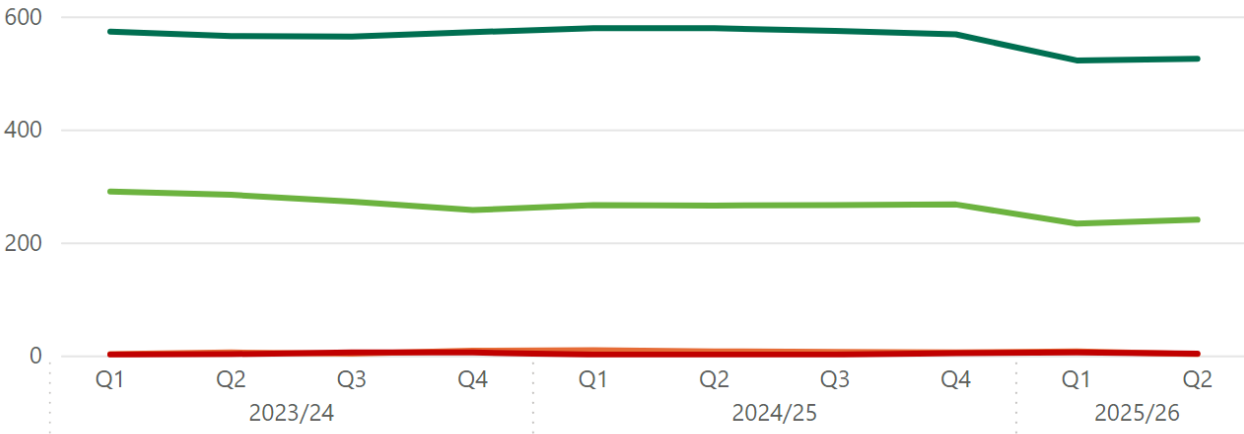
Overall RAG A

Meat, wine and dairy audit

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

Measure	Country	2025/26 Target	Previous period (Q1)	This period (Q2)	Previous RAG	This RAG
No. Meat FBO audits completed	E&W	128/Q	165	133	G	G
	NI	8/Q	8	6	G	G
% Meat FBO audits completed by agreed timescales	E&W	90%	100%	100%	G	G
	NI	100%	100%	100%	G	G
% Meat FBOs where urgent improvement is necessary	E&W	<1.5%/M	0.8%	0.4%	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 (Q1)	This period (Q2)	Previous RAG	This RAG
Visits carried out in year (quarterly)	237	613	262	324	G	G

Are we delivering our statutory obligations in dairy premises?

Measure		Ambition	Previous period (Q1)		This period (Q2)		Previous RAG	This RAG
% within visit frequency	E&W	98.4%	88.5%		92.1%		R	R
	NI	100.0%	100%		96%		G	G

Measure		Ambition	Previous period (Q1)	Previous Failures	This period (Q2)	Current Failures	Previous RAG	This RAG
RCDM sampling - % of failed samples due to harmful bacteria	E&W	0.0%	7%	6/85	6.1%	6/98	R	R
	NI	0.0%	0%	0/2	100%	2/2	G	R

Regulator

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

Overall RAG A

Official Controls

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

Measure	Ambition	Previous period (Q1)	This period (Q2)	Previous RAG	RAG
MHI Attrition (FSA)	<8%	1.7%	1.7%	G	G
MHI resourcing (EMHI vs CMHI from SDP) percentage	50:50	43:57	44:56	A	A

CMHI: Contract Meat Hygiene Inspector

EMHI: Employed Meat Hygiene Inspector

MHI: Meat Hygiene Inspector

SDP: Service Delivery Partner

Approval of new meat FBOs

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

Measure	Country	2025/26 Target	Previous period (Q1)	Prev No.	This period (Q2)	This No.	Previous RAG	RAG
% conditional approvals under 3 months	E	90.0%	94%	(17)	100%	(15)	G	G
	W	90.0%	100%	(1)	100%	(3)	G	G
	NI	100.0%	100%	(2)	0%	(1)	G	R
% full approvals under 6 months	E	100.0%	94%	(18)	100%	(26)	R	G
	W	100.0%	0%	(0)	100%	(2)	NA	G
	NI	100.0%	100%	(1)	100%	(2)	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 A

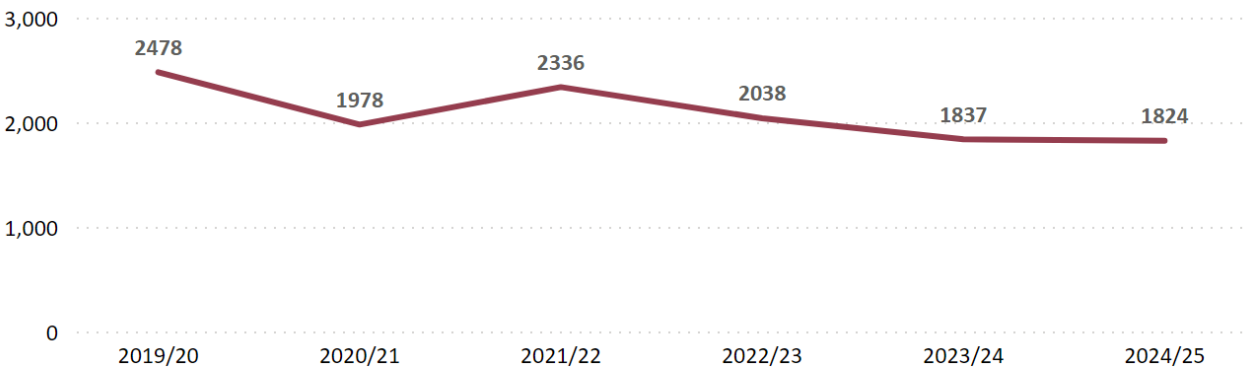
Incidents and response

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

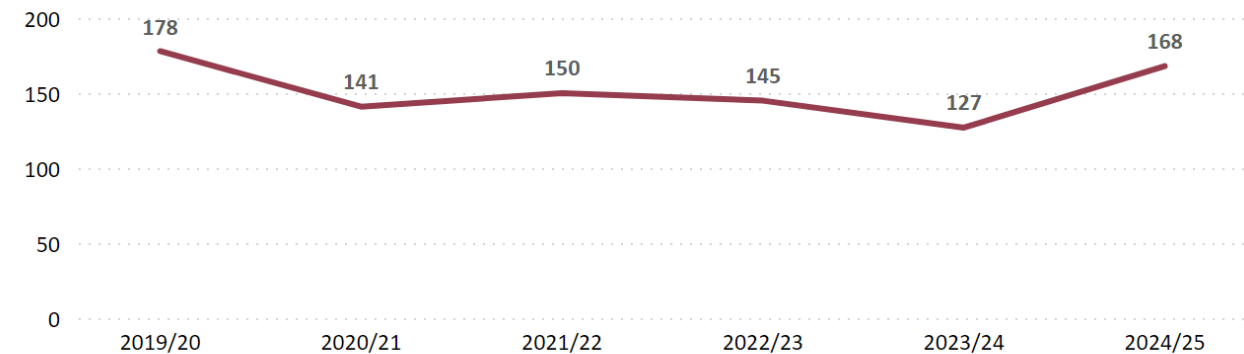
Measure	Tolerance	Previous period (Q1)	This period (Q2)	Previous RAG	RAG
Total no. incidents occupying time	437	949	739	R	A
No. new incidents	350	446	510	A	R
No. non-routines	3	0	1	G	G
Total no. outbreaks	8	5	11	G	R
Percentage high + medium priority incidents	NA	87%	87.5%	NA	NA
...of which high priority	NA	54.1%	50.9%	NA	NA
No. Allergy Alerts	13	17	22	A	R
No. Product Recall Information Notices	16	19	16	A	G

Incidents is three nation data.

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.”

National Food Crime Unit (NFCU)

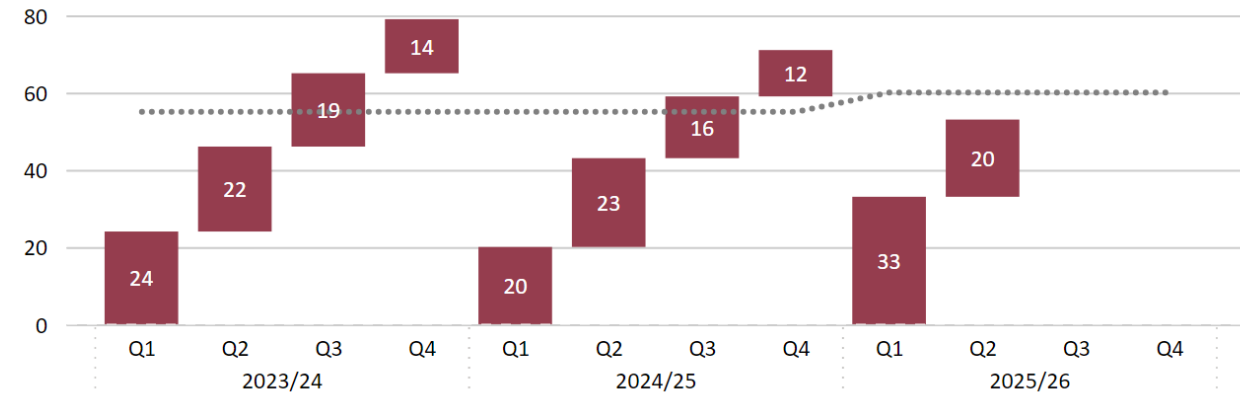
Are NFCU operations successfully leading to outcomes?

Measure	2025/26 Target	Year to date	Previous period (Q1)	This period (Q2)	Previous RAG	This RAG
Percentage closed NFCU operations that led to an outcome	60%	69%	68%	71%	G	G
Percentage NFCU SIRs which improved rating	55%	50%	0%	50%	R	G
No. Disruptions overall	60/yr	56	36	20	G	G
No. Outcomes overall	130/yr	67	42	25	G	A

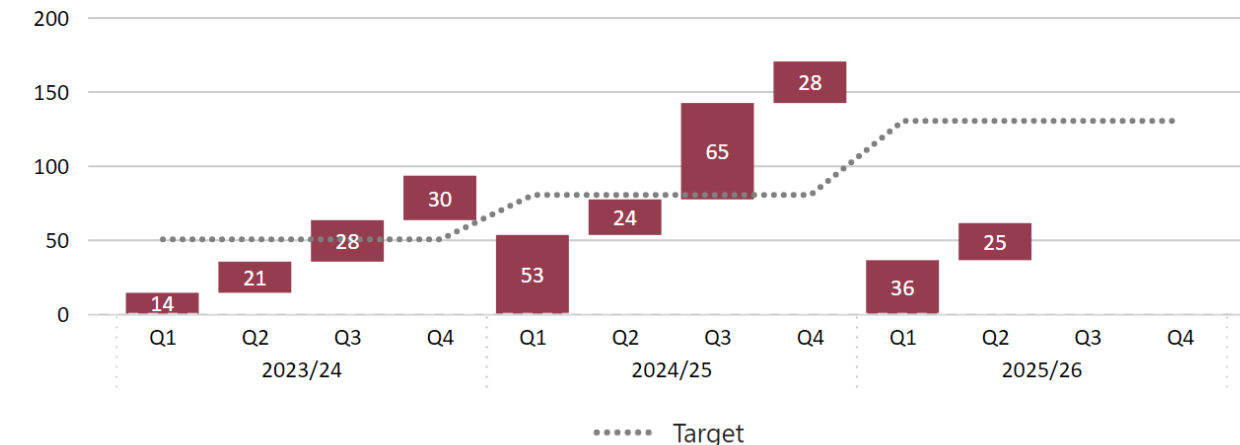
What is the impact of NFCU operations?

Measure	2025/26 Target	Year to date	Previous period (Q1)	This period (Q2)	Previous RAG	This RAG
Volume of unfit food products removed from the food chain (kg)	NA	64,108kg	42,865kg	21,243kg	NA	NA
Percentage of business that changed prevention practices (target hardening) following FFRT	NA	55%	61%	48%	NA	NA

Cumulative disruptions per quarter



Cumulative outcomes per quarter



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							Northern Ireland						
Measure	Rating	Benchmark (pre-COVID levels)	Prev period (Q1-Q2 2024/25)	This period (Q3-Q4 2024/25)	Previous RAG	This RAG	Measure	Rating	Benchmark (pre-COVID levels)	Prev period (Q1-Q2 2024/25)	This period (Q3-Q4 2024/25)	Previous RAG	This RAG
FH: % due interventions achieved	A rated	98.9%	92.9%	98.5%	R	A	FH: % due interventions achieved	A rated	99.2%	95%	100%	A	G
	B rated	96.3%	91.2%	96.5%	A	A		B rated	98.7%	95.9%	99.1%	A	G
	C rated	91.3%	76%	85.5%	R	A		C rated	92.5%	79.3%	91.9%	R	G
	D rated	83.5%	58.5%	67.4%	G	G		D rated	88.2%	60.3%	61.9%	G	G
	E rated	72.4%	28.7%	42.4%	G	G		E rated	77.1%	54.2%	60.6%	G	G
FS: % due interventions achieved	A rated	75.7%	70.9%	90.3%	R	G	FS: % due interventions achieved	A rated	94.7%	87.9%	96.3%	G	G
	B rated	29.7%	19.6%	17%	G	G		B rated	89.9%	69%	75.9%	G	G
	C rated	32.4%	16.2%	16%	G	G		C rated	80.6%	56.9%	51.5%	G	G
Wales													
FH: % due interventions achieved	A rated	99.7%	98.8%	100%	A	G							
	B rated	98.5%	96.8%	99.3%	A	G							
	C rated	93.2%	85.5%	88.5%	A	A							
	D rated	80.5%	49.6%	54.6%	G	G							
	E rated	82.2%	23.7%	28.6%	A	G							
FS: % due interventions achieved	A rated	90.8%	83.2%	94.7%	G	G							
	B rated	60.3%	32.5%	43.9%	G	G							
	C rated	60.3%	26.4%	34.7%	G	G							

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	Country	Benchmark (Pre-COVID levels)	Prev period (Q1-Q2 2024/25)	This period (Q3-Q4 2024/25)	Previous RAG	This RAG
Number of businesses unrated (Food Hygiene)	E	29,021	40,162	36,712	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	83,361	R	R
	W	4,160	4,918	3,897	R	A
	NI	606	386	285	G	G

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

Food Hygiene

Measure	Country	Prev period (Q1-Q2 2024/25)	This period (Q3-Q4 2024/25)	Previous RAG	This RAG
FTE allocated to deliver controls	E	1290	1337	R	R
	W	155	158	G	G
	NI	61	65	A	A
FTE occupied to deliver controls	E	1171	1207	R	R
	W	133	145	A	G
	NI	58	57	R	R

Food Standards

FTE allocated to deliver controls	E	278	254	R	R
	W	62	63	R	R
	NI	32	32	R	R
FTE occupied to deliver controls	E	249	230	R	R
	W	54	56	R	R
	NI	31	29	R	R

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.

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

Is action by LAs improving compliance?

Local Authority activity

Measure		Benchmark (Pre-COVID levels)	Prev period (Q1-Q2 2024/25)	This period (Q3-Q4 2024/25)	Previous RAG	This RAG
Establishments subject to enforcement activities	FH	2,392	2,852	3,347	NA	NA
	FS	229	322	352	NA	NA
Establishments subject to written warning	FH	75,641	80,004	91,584	NA	NA
	FS	12,548	16,953	18,821	NA	NA

Business compliance

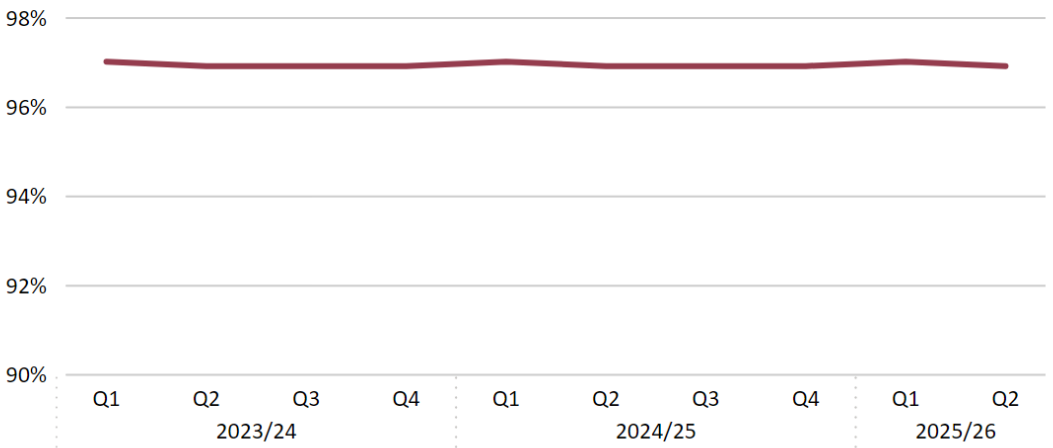
Measure		Benchmark (Pre-COVID levels)	Previous period (Q1)	This period (Q2)	Previous RAG	This RAG
Percentage FHRs ratings 3+		95.8%	97%	96.9%	G	G
Percentage FHRs ratings 5+		72%	77%	77.1%	G	G

Are LAs performing and are issues being rectified?

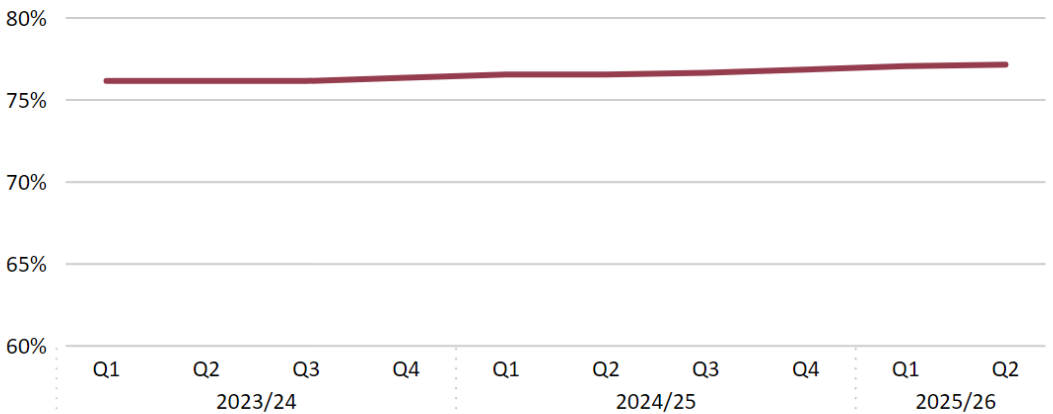
Measure	Level 1	Level 2	Level 3	Previous period	This period	Previous RAG	This RAG
LAs in escalation - England	5	4	1	7	10	NA	NA
LAs in escalation - Wales	0	0	0	1	0	NA	NA
LAs in escalation - NI	0	0	0	0	0	NA	NA

LA performance

FHRs ratings of 3 or better per quarter



FHRs ratings of 5 per quarter



Enforcement activities: Carried out by LAs and are formal steps, measures and sanctions an LA can take in response to a food establishment's failure to comply with food law (e.g. serving Hygiene Improvement Notices/Improvement Notices).

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

Regulated Products delivery

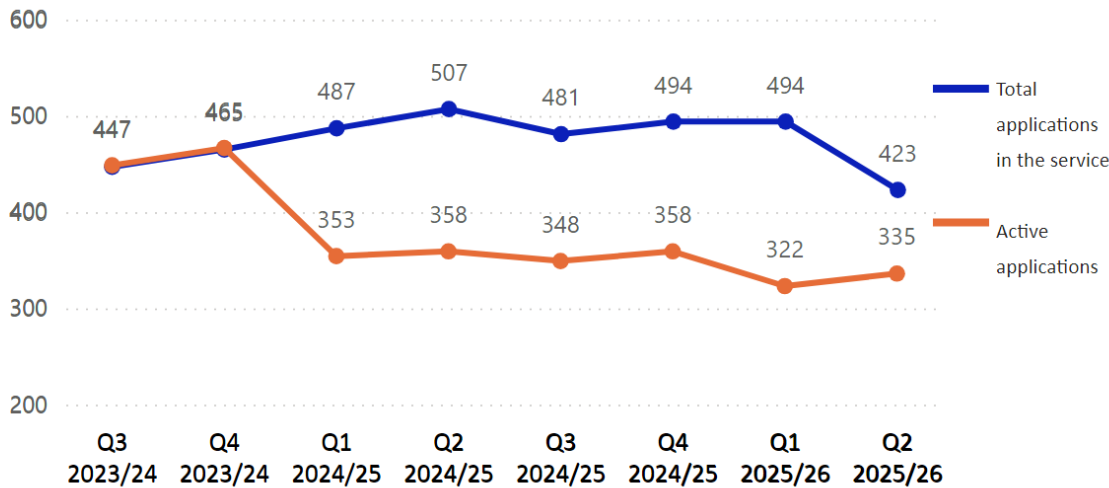
What is the total caseload in the system?

Measure	Tolerance	Previous period (Q1)	This period (Q2)	Previous RAG	This RAG
Total applications in the service	<560	494	423	A	A
Applications paused under ACM	TBC	172	88	NA	NA
Of which active applications are progressing in the following stages:					
Applications in validation	<175	133	124	A	A
Applications in risk assessment	<175	87	94	G	G
Safety assessments concluded	25	25	4	G	NA
Applications in risk management	<100	92	107	A	R
Applications in authorisation	<50	10	10	A	A

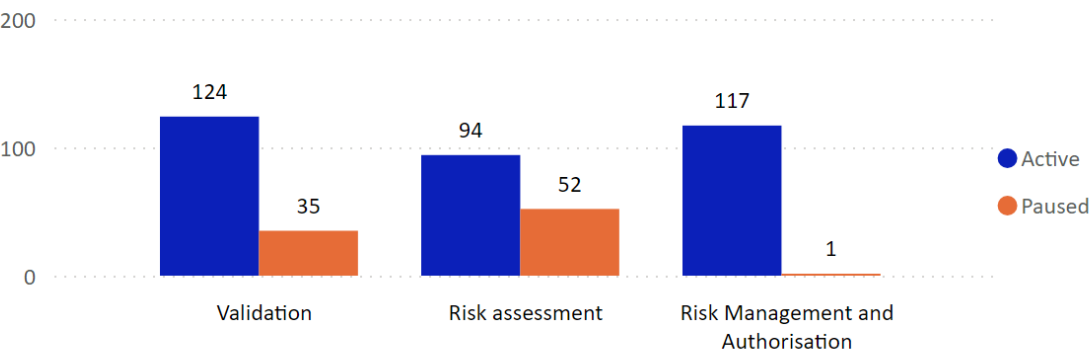
What caseload is entering and exiting the system?

Measure	Yearly ambition	Yearly Projection	Year to date	Previous period (Q1)	This period (Q2)	Previous RAG	This RAG
New contacts received	<120/yr	120	61	29	32	G	G
No. applications completed (authorised or rejected)	50/yr	TBC	2	1	1	R	R
No. applications completed (invalidated or withdrawn)	NA	NA	33	21	13	G	G

Total vs active caseload



Active vs paused caseload split by service stage



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 (Q1)	This period (Q2)	Previous RAG	This RAG	Measure	12-month average	Previous period (Q1)	This period (Q2)	Previous RAG	This RAG
▲ No. reports published	53/Q	46	17	G	G	▲ Total mentions – Scientific outputs published by the FSA	19	19	24	G	G
						Total mentions – FSA funded research outputs	347	270	357	G	G

Do we provide evidence to support FSA functions?

Measure	Target	Previous period (Q1)	This period (Q2)	Previous RAG	This RAG	Measure	Total projects	Previous Period	Of which off-track	Previous RAG	This RAG
Evidence component completed	NA	1	2	NA	G	▲ Science and Research projects	5	0/3	0/5	G	G
RAP is followed, evidence is assured, outputs fit for purpose	100.0%	100.0%	90.0%	G	A	Regulatory Monitoring projects	8	1/7	1/8	G	G
Completeness of evidence components	100.0%	100.0%	100.0%	G	G	Targeted Surveillance projects	3	0/3	0/3	G	G
Timeliness of evidence components	100.0%	100.0%	50.0%	G	R	Official Control projects	3	0/2	1/3	G	G
Quality Assurance of evidence components	100.0%	100.0%	100.0%	G	G						
Fitness for purpose of evidence components	100.0%	100.0%	100.0%	G	G						

Outputs published by the FSA - Directly funded FSA reports
FSA funded research - 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 (Q1)	This period (Q2)	Previous RAG	This RAG
No. border notifications (total)	205/Q	216	204	A	G
No. border notifications (validated)	152/Q	138	175	G	A
No. intensified official controls	1/Q	0	2	G	G
No. imposed checks	0/Q	0	0	G	G

Measure	Yearly Tolerance	Previous period	This period	Previous RAG	This RAG
No. import market access audits	6/Yr	2	0	G	G
No. equivalence assessments ongoing	1/Yr	1	1	G	G

HRFNAO Progress review

		Previous RAG	This RAG
HRFNAO review 4	We remain on track for amendments reflected in the 2025 SI to be laid and made in early November, coming into force in January 1st.	G	G
HRFNAO review 5	The risk categorisation technical report was delivered to Imports Policy on time. The IFFWG will meet in November to consider the latest evidence. Recommendations will inform SPS negotiation positions and alignment work across the Directorate.	G	G

Trade and International

Are we meeting our international obligations?

Measure	Benchmark	Previous period (Q1)	This period (Q2)	Previous RAG	This RAG
Export market access requests from Defra facilitated by FSA	4/yr	2	1	G	G
Percentage notifications to World Trade Organisation within deadlines	100%	100%	NA	G	NA
Section 42 advices undergoing request, drafting, or publication	NA	0	1	G	G

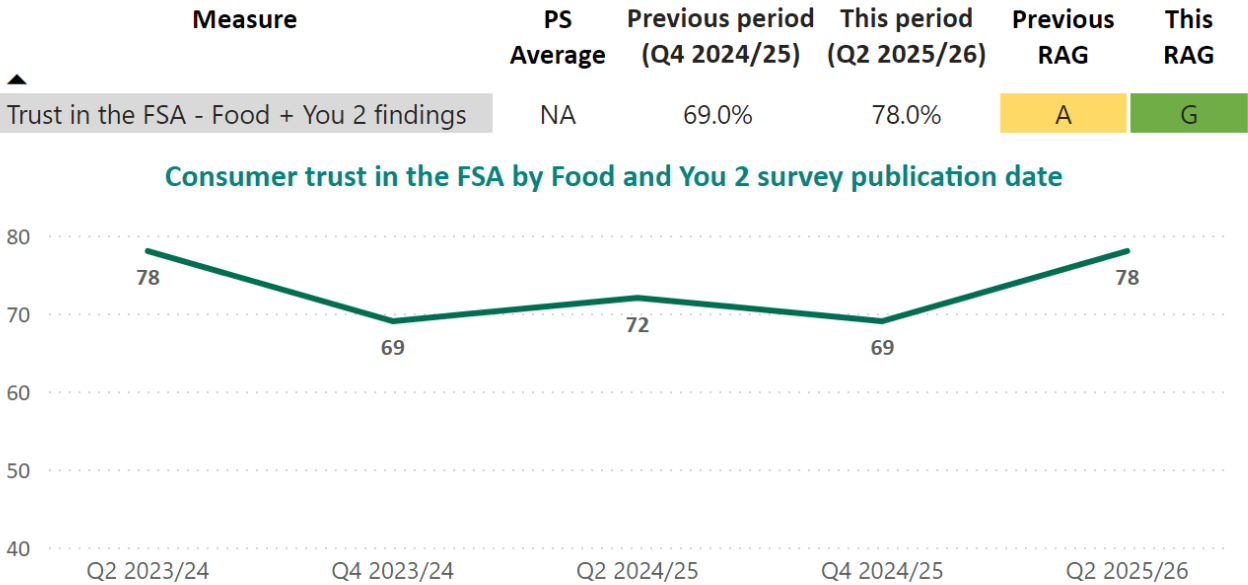
Enabler

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?



Are we managing complaints and responding to correspondence within deadlines?

Measure	2025/26 Target	Previous period (Q1)	This period (Q2)	Previous RAG	This RAG
No. Complaints Received	NA	11	8	NA	NA
Complaints responded to within deadline	100%	82.0%	100.0%	A	G
FOIs responded to within deadline	95%	100.0%	100.0%	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 (Q1)	This period (Q2)	Previous RAG	This RAG
Consumer engagement social media	2.7%	3.4%	2.2%	G	A
Business engagement social media	7.0%	8.0%	7.0%	G	G
Website visitors	679k	602k	2m	A	G
Bulletins audience growth	1.0%	0.2%	-25.0%	R	R
Bulletins engagement rate	40.9%	43.9%	42.7%	G	G

Are we featuring in the news?

Measure	12-month average	Previous period (Q1)	This period (Q2)	Previous RAG	This RAG
Total pieces of coverage	6,393	3,370	8,211	R	G
Total opportunities to see (reach)	654m	1.4bn	1.3bn	R	G

Trust in the FSA % is based on people who report at least some knowledge of the FSA |

Enabler

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

People RAG A

Resources RAG G

Workforce

So we have the people to deliver our priorities?

Measure	2025/26 Target	Previous period (Q1)	This period (Q2)	Previous RAG	This RAG
Westminster FTE	1430.0	1374.6	1392.8	G	G
Wales FTE	NA	62.6	63.8	NA	NA
NI FTE	NA	84.1	88.5	NA	NA
Westminster vacancy rate	4%	1.7%	2.8%	NA	NA

Is our workforce diverse?

Measure	Benchmark*	Previous period (Q1)	This period (Q2)	Previous RAG	This RAG	Completion rate
Sex	50% female	50.8%	51.2%	NA	G	100%
Disability	17.9%	19.1%	19.1%	NA	G	72.3%
Ethnicity	18.0%	11.8%	11.4%	NA	R	84.8%
Sexual orientation	7.2%	6.9%	7%	NA	A	76.6%

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	136.9	134.1	2.8	2%	G
Wales	5.4	5.3	0.1	1.2%	G
Northern Ireland	17.7	17.3	0.4	2.3%	G
FSA Total	160.0	156.8	3.3	2%	G

Are our financial processes accurate, controlled and efficient?

Measure	Target	Previous Period	This Period	Previous RAG	This RAG
Income collection efficiency	95.0%	95.6%	95.6%	G	G
Supplier invoices paid within 30 days	95.0%	96.3%	97.7%	G	G
Payroll accuracy	98.5%	99.9%	98.4%	G	G
Reporting accuracy (actuals)	80.0%	90.4%	92%	G	G
Reporting accuracy (forecast)	1%	NA	NA	NA	NA

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.