

Business Committee performance report

16 March 2026

FSA BC 26-03-04

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Regulator

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

Overall RAG G

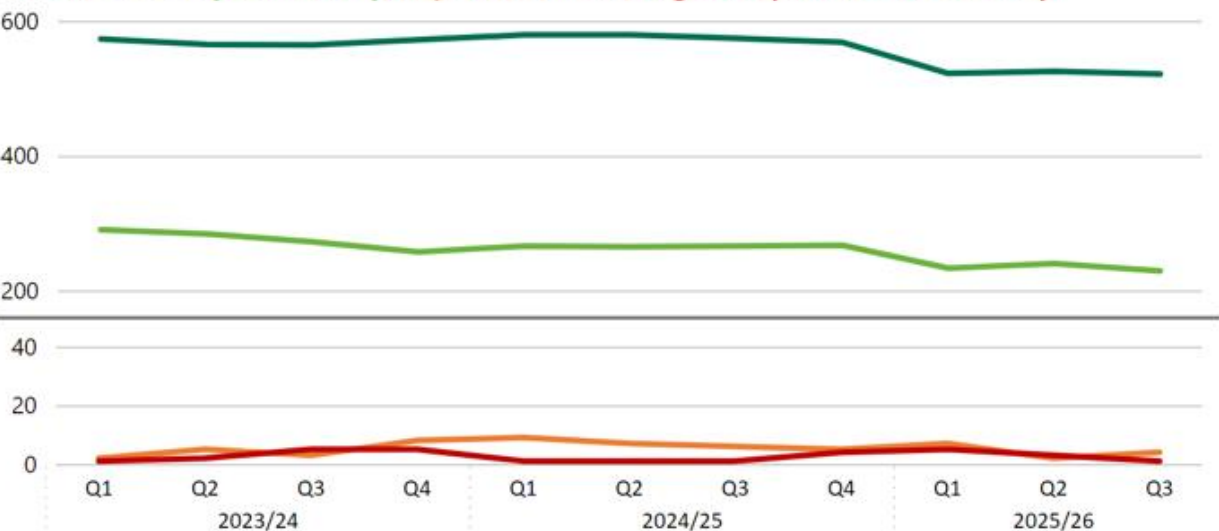
Meat, wine and dairy audit

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

	Ref	Country	Target	Previous Period	This Period	Previous RAG	This RAG
No. Meat FBO audits completed	04.01	E&W	116/Q	133	126	G	G
	04.02	NI	8/Q	6	8	G	G
% Meat FBO audits completed by agreed timescales	04.03	E&W	90%	100%	92%	G	G
	04.04	NI	100%	100%	100%	G	G
% Meat FBO where urgent improvements is necessary	04.05	E&W	<1.5%/M	0.4%	0.0%	G	G
	04.06	NI	<1.5%/M	0.0%	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?

	Ref	Ambition	Year To Date	Previous Period	This Period	Previous RAG	This RAG
Visits carried out in year (quarterly)	04.12	237	859	324	273	G	G

Are we delivering our statutory obligations in dairy premises?

Dairy visits	Ref	Country	Ambition	Previous Period	This Period	Previous RAG	This RAG
% within visit frequency	04.25	E&W	98.4%	92%	96%	R	R
	04.26	NI	100%	96%	96%	G	G

RCDM

	Ref	Country	Ambition	Previous Period	Previous Failed	This Period	This Failed	Previous RAG	This RAG
% of failed samples due to harmful bacteria	04.31	E&W	0.0%	6%	6/98	7%	6/80	R	R
	04.32	NI	0.0%	100%	2/2	0%	0/2	R	G

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)

Ref	Measure	Target	Previous Period	This Period	Previous RAG	This RAG
03.27	MHI Attrition (FSA)	<8%	1.7%	0.7%	G	G
03.28	MHI resourcing (EMHI vs CMHI from SDP) %	50:50	44:56	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?

Ref	Country	Target	Previous Period	Prev No.	This Period	This No.	Previous RAG	This RAG
% conditional approvals under 3 months								
03.01	England	90%	100%	(15)	96%	(26)	G	G
03.02	Wales	90%	100%	(3)	100%	(1)	G	G
03.03	NI	100%	0%	(1)	100%	(5)	R	G
% full approvals under 6 months								
03.04	England	100%	100%	(26)	100%	(27)	G	G
03.05	Wales	100%	100%	(2)	100%	(2)	G	G
03.06	NI	100%	100%	(2)	75%	(4)	G	R

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

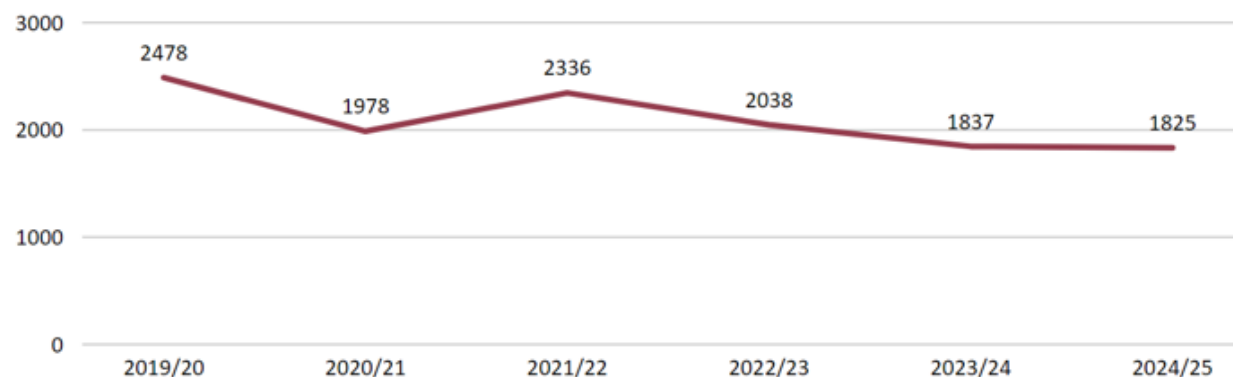
Overall RAG G

Incidents and response

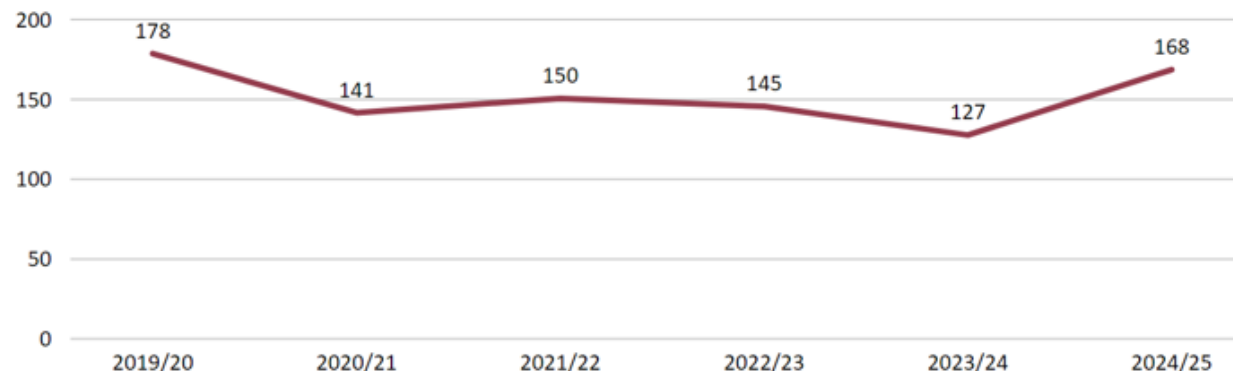
How many incidents are taking place and what category do these fall into?

Ref	Measure	Tolerance	Previous Period	This Period	Previous RAG	This RAG
02.11	Total no. incidents occupying time	437	739	889	A	R
02.12	No. new incidents	350	510	631	R	R
02.13	No. non-routines	3	1	0	G	G
02.14	Total no. outbreaks	8	11	4	R	G
02.15	% high + medium priority incidents	NA	87.5%	91.1%	NA	NA
02.16	...of which high priority	NA	50.9%	43.5%	NA	NA
02.17	No. Allergy Alerts	13	22	29	R	R
02.18	No. Product Recall Information Notices	16	16	12	G	G

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?

Ref	First MeasureNamePart1	Target	Year To Date	Previous Period	This Period	Previous RAG	This RAG
01.01	% closed NFCU operations that led to an outcome	70%	68%	71%	62%	G	A
01.02	% NFCU SIRs which improved rating	65%	69%	50%	19%	G	G
01.11	No. disruptions overall	75/yr	64	22	6	G	R
01.12	No. outcomes overall	130/yr	125	32	48	A	G

Disruptions: Quarterly values shown sequentially



What is the impact of NFCU operations?

Ref	First MeasureNamePart1	Target	Year To Date	Previous Period	This Period	Previous RAG	This RAG
01.21	Volume of unfit food products removed from the food chain (kg)	NA	N/A	21,285	1,766	NA	NA
01.23	Percentage of business that changed prevention practices (target hardening) following FFRT	NA	N/A	46%	76%	NA	NA

Outcomes: Quarterly values shown sequentially



Local Authority Delivery

Business Committee performance report – Q3 2025/26

Responsible Directors: Beth Chaudhary & Rachel Cooper

Supported by: Rebecca Sudworth



Regulator

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

New LA data is submitted twice yearly Oct & Apr (Dashboard quarters Q1 and Q3)

Overall RAG **R**

LA performance - Are required interventions at all risk establishments taking place?

England	Ref	Rating	Benchmark (Pre-COVID levels)	Previous Period	This Period	Previous RAG	This RAG
FH: % due interventions achieved	06.01	A rated	98.9%	98.5%	95.8%	A	A
	06.02	B rated	96.3%	96.5%	93.1%	A	A
	06.03	C rated	91.3%	85.5%	79.0%	A	R
	06.04	D rated	83.5%	67.4%	64.8%	G	R
	06.05	E rated	72.4%	42.4%	39.4%	G	A
	06.06	A rated	75.7%	90.3%	-	G	NA
FS: % due interventions achieved	06.07	B rated	29.7%	17.0%	-	G	NA
	06.08	C rated	32.4%	16.0%	-	G	NA

Northern Ireland	Ref	Rating	Benchmark (Pre-COVID levels)	Previous Period	This Period	Previous RAG	This RAG
FH: % due interventions achieved	06.21	A rated	99.2%	100.0%	100.0%	G	G
	06.22	B rated	98.7%	99.1%	96.9%	G	A
	06.23	C rated	92.5%	91.9%	83.4%	G	R
	06.24	D rated	88.2%	61.9%	69.5%	G	R
	06.25	E rated	77.1%	60.6%	55.0%	G	G
	06.26	A rated	94.7%	96.3%	-	G	NA
FS: % due interventions achieved	06.27	B rated	89.9%	75.9%	-	G	NA
	06.28	C rated	80.6%	51.5%	-	G	NA

Wales	Ref	Rating	Benchmark (Pre-COVID levels)	Previous Period	This Period	Previous RAG	This RAG
FH: % due interventions achieved	06.11	A rated	99.7%	100.0%	94.7%	G	A
	06.12	B rated	98.5%	99.3%	96.2%	G	A
	06.13	C rated	93.2%	88.5%	80.1%	A	R
	06.14	D rated	80.5%	54.6%	58.9%	G	R
	06.15	E rated	82.2%	28.6%	30.4%	G	R
FS: % due interventions achieved	06.16	A rated	90.8%	94.7%	89.2%	G	G
	06.17	B rated	60.3%	43.9%	46.1%	G	G
	06.18	C rated	60.3%	34.7%	33.5%	G	G

The benchmark covers the pre-COVID-19 levels (2019/20).
Previous period covers Q3-4 2024/25.
This period covers Q1-2 2025/26.

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?

	Ref	Country	Benchmark (Pre-COVID levels)	Previous Period	This Period	Previous RAG	This RAG
No. businesses unrated (Food Hygiene)	05.04	England	29,021	36,712	37,427	R	R
	05.05	Wales	1,388	1,765	1,856	R	R
	05.06	NI	599	297	354	G	G
No. businesses unrated (Food Standards)	05.14	England	68,448	83,361	-	R	NA
	05.15	Wales	4,160	3,897	4,387	A	R
	05.16	NI	606	285	-	G	NA

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?

	Ref	Rating	Previous Period	This Period	Previous RAG	This RAG
Food Hygiene						
FTE allocated to deliver controls	07.04	England	1,337	1,371	R	R
	07.05	Wales	158	155	G	G
	07.06	NI	65	64	A	A
FTE occupied to deliver controls	07.07	England	1,207	1,217	R	R
	07.08	Wales	145	143	G	A
	07.09	NI	57	59	R	A
Food Standards						
FTE allocated to deliver controls	07.24	England	254	-	R	NA
	07.25	Wales	63	62	R	R
	07.26	NI	32	-	R	NA
FTE occupied to deliver controls	07.27	England	230	-	R	NA
	07.28	Wales	56	56	R	R
	07.29	NI	29	-	R	NA

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

Is action by LAs improving compliance?

Local Authority activity

Local Authority activity	Ref	FH / FS	Benchmark (Pre-COVID levels)	Previous Period	This Period	Previous RAG	This RAG
No. establishments subject to enforcement activities	05.21	FH	2,392	3,347	2,957	NA	NA
	05.22	FS	229	352	25	NA	NA
No. establishments subject to written warning	05.23	FH	75,641	91,584	84,118	NA	NA
	05.24	FS	12,548	18,821	1,632	NA	NA

Business compliance

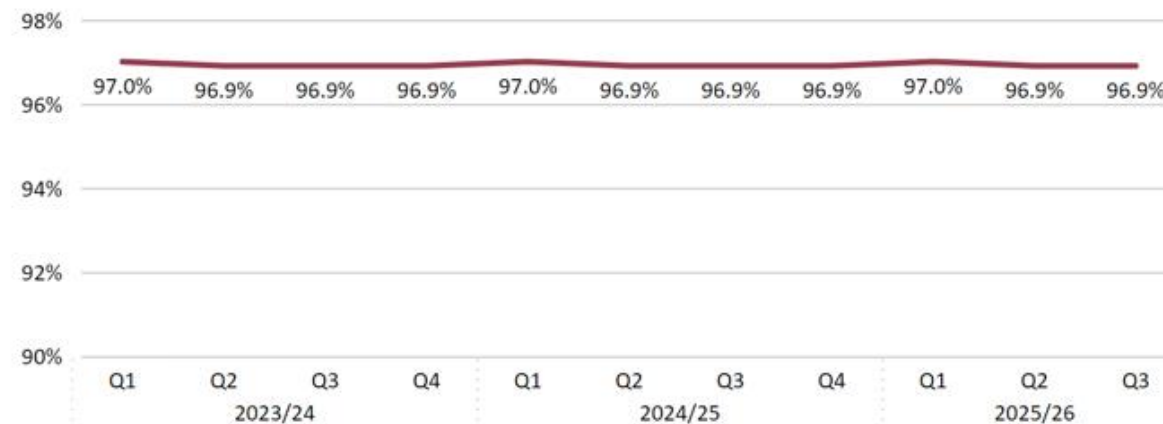
Ref	Measure	Benchmark (Pre-COVID levels)	Previous (Q2)	This (Q3)	Previous RAG	This RAG
05.31	Percentage FHRs ratings 3+	95.8%	96.9%	96.9%	G	G
05.32	Percentage FHRs ratings 5+	72.0%	77.1%	77.3%	G	G

Are LAs performing and are issues being rectified?

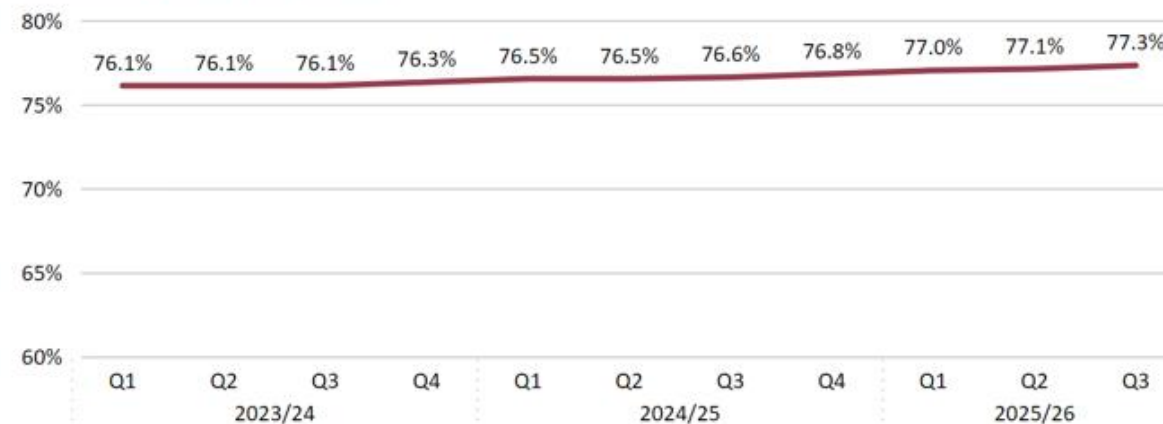
Ref	Measure	Level	Level	Level	Previous (Q2)	This (Q3)	Previous RAG	This RAG
		1	2	3				
07.11	LAs in escalation - England	3	4	1	10	8	NA	NA
07.12	LAs in escalation - Wales	0	0	0	0	0	NA	NA
07.13	LAs in escalation - NI	0	0	0	0	0	NA	NA

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

FHRs ratings of 3 or better per quarter



FHRs ratings of 5 per quarter



Market Authorisations of Regulated Products

Business Committee performance report – Q3 2025/26

Responsible Director:
Rebecca Sudworth



Regulator

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

Overall RAG **A**

Regulated Products delivery

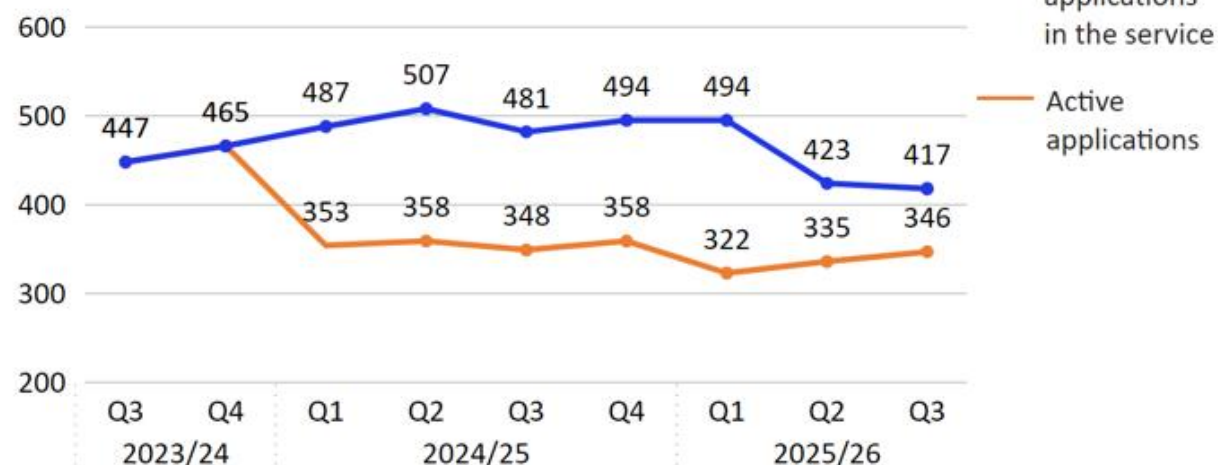
What is the total caseload in the system?

Ref	Measure	Tolerance	Previous Period	This Period	Previous RAG	This RAG
08.01	Total applications in the service	<560	423	417	A	A
08.02	Applications paused under Active Caseload Management	TBC	88	71	NA	NA

Of which active applications are progressing in the following stages:

08.03	Applications in validation	<175	124	106	A	A
08.04	Applications in risk assessment	<175	94	109	G	A
08.05	Safety assessments concluded	25	4	20	NA	NA
08.06	Applications in Risk Management	<100	107	131	R	R
08.07	Applications in authorisation	<50	10	0	A	A

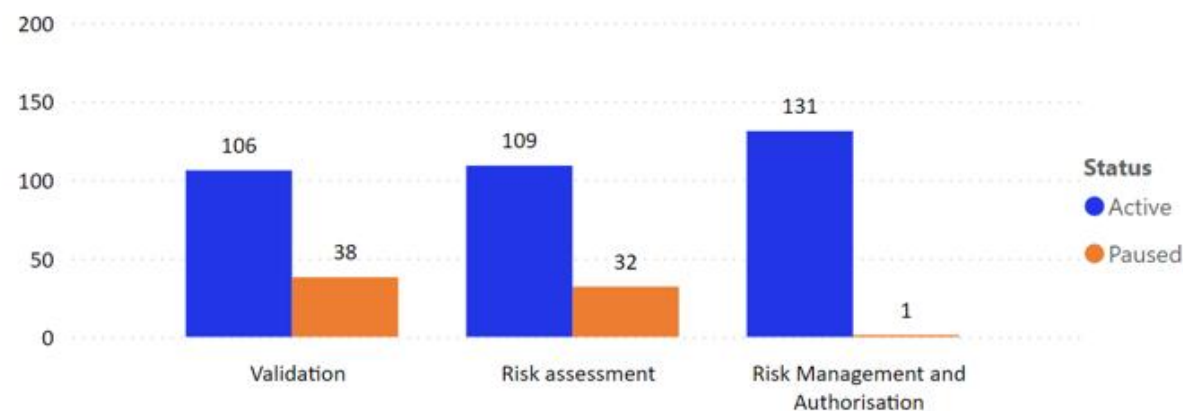
Total vs active caseload



What caseload is entering and exiting the system?

Ref	Measure	Yearly Ambition	Yearly Projection	YTD	Previous Period	This Period	Previous RAG	This RAG
08.11	New contacts received	<120/yr	120	80	32	19	G	G
08.13	No. applications completed (authorised or rejected)	50/yr	TBC	10	1	8	R	R
08.14	No. applications completed (invalidated or withdrawn)	NA	NA	45	13	11	G	G

Active vs paused caseload split by service stage



Evidence...

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?

Ref	Measure	12-month average	Previous Period	This Period	Previous RAG	This RAG	Ref	Measure	12-month average	Previous Period	This Period	Previous RAG	This RAG
11.11	No. reports published	38/Q	17	10	G	G	11.21	Total mentions – Scientific outputs published by the FSA	19	24	18	G	G
							11.22	Total mentions – FSA funded research outputs	318	357	206	G	G

Do we provide evidence to support FSA functions?

Risk Analysis Process (RAP) - SERD responsibilities

Ref	Measure	Target	Previous Period	This Period	Previous RAG	This RAG
12.31	Evidence component completed	NA	2	2	G	NA
12.32	RAP is followed, evidence is assured, outputs fit for purpose	100%	90%	100%	A	G
12.33	Completeness	100%	100%	100%	G	G
12.34	Timeliness	100%	50%	100%	R	G
12.35	Quality Assurance	100%	100%	100%	G	G
12.36	Fitness for purpose	100%	100%	100%	G	G

Sampling

Ref	Measure	Total projects	Previous Period	Of which off-track	Previous RAG	This RAG
12.81	Science and Research projects	7	0/5	0/7	G	G
12.82	Regulatory Monitoring projects	8	1/8	1/8	G	G
12.83	Targeted Surveillance projects	5	0/3	0/5	G	G
12.84	Official Control projects	5	1/3	0/5	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...

Overall RAG G

Imported foods

Do we support consumer access to safe imported food?

Ref	Measure	12-month average	Previous Period	This Period	Previous RAG	This RAG
10.01	No. border notifications (total)	230	204	243	G	G
10.02	No. border notifications (validated)	175	175	200	A	A
10.03	No. intensified official controls	2	2	1	G	G
10.04	No. imposed checks	0	0	0	G	G

Ref	Measure	Yearly ambition	Previous Period	This Period	Previous RAG	This RAG
10.11	No. import market access audits	6/Yr	0	0	G	G
10.12	No. equivalence assessments ongoing	1/Yr	1	0	G	G

Ref	HRFNAO review	Progress	Previous RAG	This RAG
10.15	HRFNAO review 4	Complete. Negative SI laid in November and amendments to the legislation came into force on 1 January 2026.	G	G
10.16	HRFNAO review 5	On November 26th 2025 members of Imported Food and Feed Working Group met and reviewed the applicability of existing controls and analysed the impact in aligning with EU legislation. The findings are being used to support SPS readiness/negotiations.	G	G

Trade and international

Are we meeting our international obligations?

Ref	Measure	Benchmark	Previous Period	This Period	Previous RAG	This RAG
10.21	Export market access requests from Defra facilitated by FSA	4/yr	1	2	G	G
10.23	Section 42 advices undergoing request, drafting, or publication	NA	1	0	G	G

Ref	Measure	Benchmark	Previous Period	Previous Count	This Period	This Count	Previous RAG	This RAG
10.22	% notifications to WTO within deadlines	100%	-	0	100%	2	NA	G

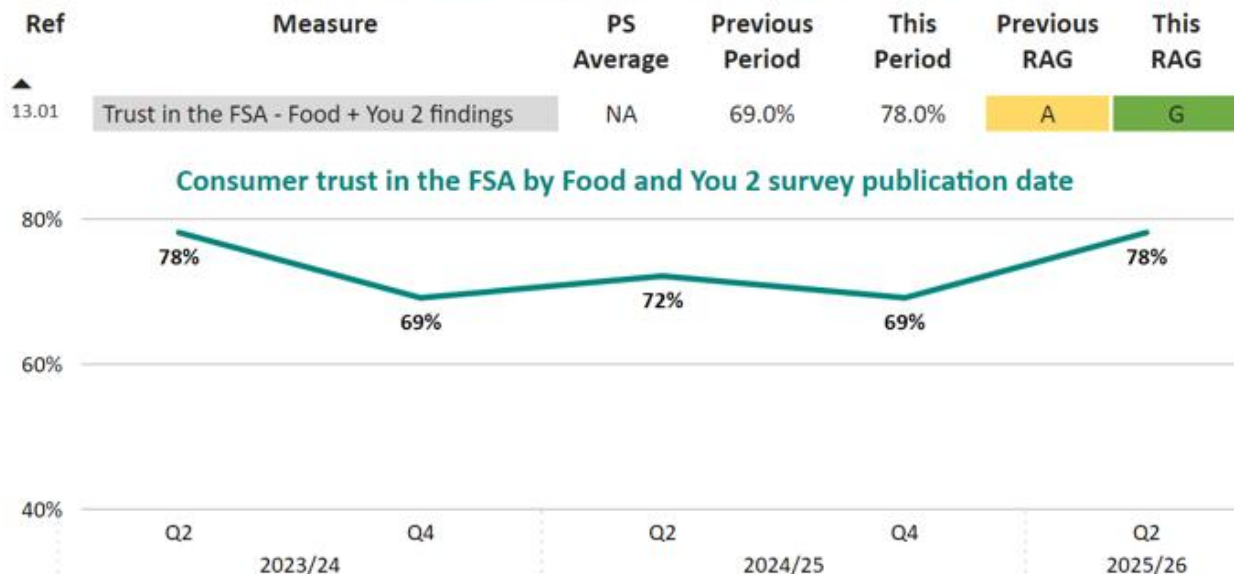
Enabler

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?



FSA reputation data: Previous Period Q4 2024/25 | This Period Q2 2025/26

Media coverage, social media and stakeholder engagement

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

Ref	Measure	12-month average	Previous Period	This Period	Previous RAG	This RAG
13.31	Consumer engagement social media	2.4%	2.2%	1.8%	G	A
13.32	Business engagement social media	7.0%	7.0%	5.0%	G	G
13.33	Website visitors	602,727	2m	2m	G	G
13.34.1	% figure for Bulletins Open Rate	30	-	31.6%	NA	G
13.34.2	% figure for Bulletins Click Through Rate	6	-	6.7%	NA	G
13.35	Bulletins engagement rate	45.1%	42.7%	47.2%	G	G

Are we featuring in the news?

Ref	Measure	12-month average	Previous Period	This Period	Previous RAG	This RAG
13.21	Total pieces of coverage	6,219	8,211	5,750	G	G
13.22	Total opportunities to see (reach)	1.4bn	1.3bn	1.1bn	G	G

Are we managing complaints and responding to correspondence within deadlines?

Ref	Measure	Target	Previous Period	This Period	Previous RAG	This RAG
13.11	No. Complaints Received	NA	8.0	7.0	NA	NA
13.12	Complaints responded to within deadline	100%	100%	86%	G	A
13.13	FOIs responded to within deadline	95%	100%	100%	G	G

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 **A**

Workforce

Do we have the people to deliver our priorities?

Ref	Measure	Target	Previous Period	This Period	Previous RAG	This RAG
14.02	Westminster FTE	1430.0	1,392.8	1,392.3	G	G
14.03	Wales FTE	NA	63.8	64.8	NA	NA
14.04	NI FTE	NA	88.5	85.7	NA	NA
14.05	Westminster vacancy rate	4%	2.8%	2.5%	NA	NA

Is our workforce diverse?

Ref	Measure	Benchmark *	Previous Period	This Period	Previous RAG	This RAG	Completion rate
14.11	Sex	50% female	51.2%	51.4%	G	G	100.0%
14.12	Disability	17.9%	19.1%	19.2%	G	G	72.2%
14.13	Ethnicity	18.0%	11.4%	11.7%	R	R	84.8%
14.14	Sexual Orientation	7.2%	7.0%	7.1%	A	A	76.6%

Financial performance

Westminster Resource and Capital Departmental Expenditure Limits

Ref	Measure	Budget £m	Forecast £m	Variance £m	Variance %	This RAG
18.03	Westminster	135.7	135.9	-0.2	0%	A
18.04	Wales	5.5	5.4	0.1	2%	G
18.05	Northern Ireland	17.7	17.2	0.5	3%	G
18.06	FSA Total	158.9	158.5	0.4	0%	G

Are our financial processes accurate, controlled and efficient?

Ref	Measure	Target	Previous Period	This Period	Previous RAG	This RAG
18.11	Income collection efficiency	95.0%	95.6%	95.4%	G	G
18.12	Supplier invoices paid within 30 days	95.0%	97.7%	97.0%	G	G
18.13	Payroll accuracy	98.5%	98.4%	100.0%	G	G
18.14	Reporting accuracy (actuals) reconciliations completed	80.0%	92.0%	98.2%	G	G
18.15	Reporting accuracy (forecast)	1%	-	-0.9%	NA	G

Annex A: RAG tolerances matrix summary

Business Committee performance report – Q3 2025/26

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.