

.....

PERFORMANCE AND RESOURCES REPORT Q4 2017/18

.....

Food Standards Agency
Business Committee
June 2018



CONTENTS

Foreword.....	3
Executive Summary.....	4
Food Borne Disease	5
Food Hygiene Rating Scheme.....	6
Food Hygiene Rating Scheme Recognition and Use.....	7
Meat Food Business Operator Compliance.....	8
Delivering our Corporate Priorities.....	9 -11
Forward Look.....	12
Making the FSA a Great Place to Work	

FOREWORD

BY CHRIS HITCHEN, DIRECTOR OF FINANCE AND PERFORMANCE



THE FSA's PERFORMANCE IN THE 4th QUARTER OF 2017/18 saw further good progress being made against the 3 strategic priorities set by the Board; Exiting the EU, Regulatory Reform (Regulating Our Future) and Doing the day job exceptionally well.

The Food Standards Agency (FSA) has several workstreams relating to the consequences of leaving the EU which are supported by £14m of HMT funding in this financial year. Recent progress includes further developments with Defra on the delivery of the Import Control System (replacement to TRACES), and the commencement of the build of our incident alert capability. Risk management proposals and the business case for NFCU are now with Ministers and the Surveillance Programme has commenced, starting with a focus on risky foods. The FSA has developed delivery plans for a range of negotiated and contingency outcomes and is working with other government departments and the Devolved Administrations where there are issues of joint policy responsibility. Recruitment has commenced to ensure that the FSA has the right capacity and capability to manage changes arising from exit.

On the FSA's second strategic priority, the Regulating Our Future (ROF) programme, there has been good progress. Work continues on the ROF digital service to implement during 2018/19 an easy-to-use online registration system, which will provide for the first time a unified picture of all food businesses across England, Wales and Northern Ireland. The data generated will facilitate improved risk assessment, and inform the inspection regime. The digital service has recently undergone a Service Assessment Review by an independent, external panel - one of the controls to check that the programme is ready to move onto the next phase. The decision is due late May. We are working with LAs to prepare them for the change. For example, a group of LAs from across the three nations have volunteered to be early adopters. FSA continue to work closely with the Cabinet Office Regulatory Futures team on its sustainable funding workstream, and to continue to refine the performance measures and benefits of the ROF Programme.

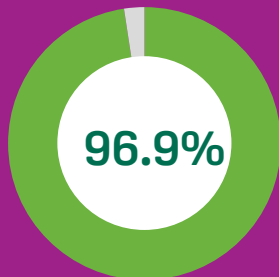
The FSA has proposed an ambition that foodborne disease levels (slide 5) should not increase in any period as explained in the targets paper to Business Committee in March and June 2018. It's proposed that if there's an increase in any foodborne disease the FSA will investigate the root cause to determine the cause and whether any further action is required. This applies to the 8.4% rise seen in the latest human cases of *Campylobacter* where the FSA is carrying out analysis to determine whether further action is needed. Industry's own retail sampling data, which is a key lead indicator for human disease, show an industry average of below 5% for the most highly contaminated birds (more than 1000 cfu/g).

The FSA continues to focus on the health and safety (slide 14) of its staff. Overall bullying and harassment incidents continue to be managed proportionately and robustly by managers, there has been a slight increase versus last year in reported cases, efforts this year have been made to make the reporting of such incidents easier for staff. The number of accidents with injury and serious accidents reportable under RIDDOR have reduced. Employee lost time has also reduced, when compared to the 16/17 period.

The FSA has successfully managed its resources to within 3% of all key HM Treasury limits, with no overspends. This has included absorbing the cost of the move to a new London office and the supporting upgrade in IT infrastructure to support this change. The FSA continues to drive efficiency and improve value for money.

96.9%

Meat FBOs rated
Satisfactory or above



Increase in *Campylobacter*
UK human Lab-confirmed
cases in 2017 compared to
2016.



Reduction in 2017 from 2016 for
Escherichia coli O157,
Salmonella and *Listeria*
monocytogenes

68.1%

of total food
businesses achieved
an FHRS rating of
5 ('very good')

EXECUTIVE SUMMARY

OUR PERFORMANCE IN Q4 2017/18



Food
Standards
Agency
food.gov.uk

82%

Recognise
FHRS



3% point increase in
recognition of FHRS
sticker from 2016

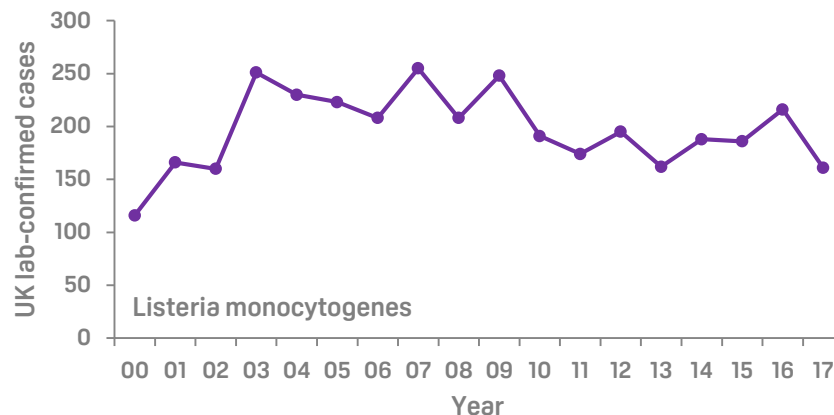
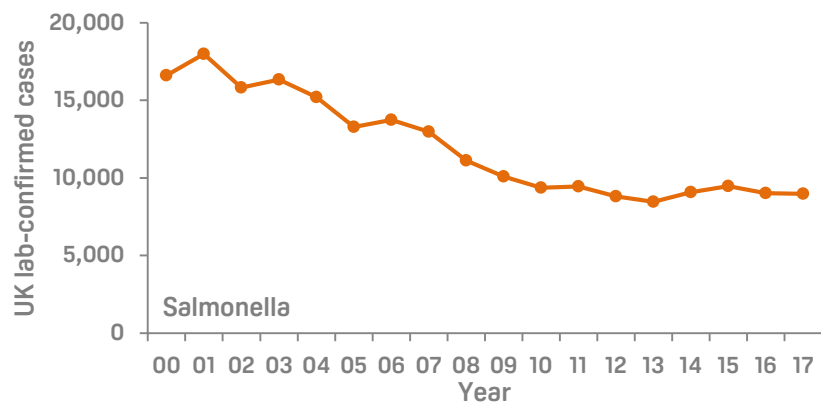
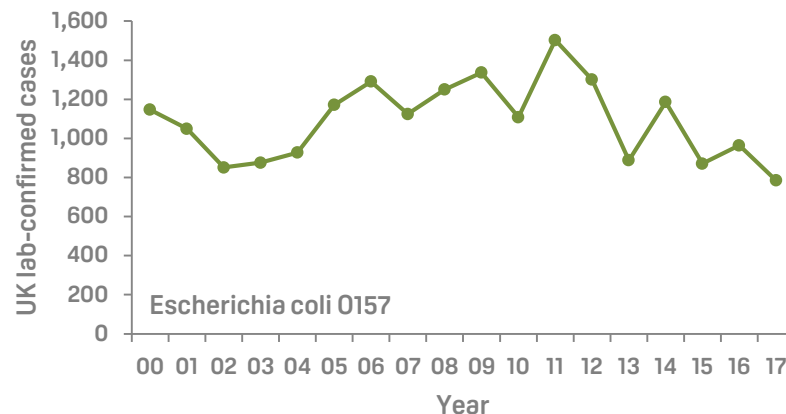
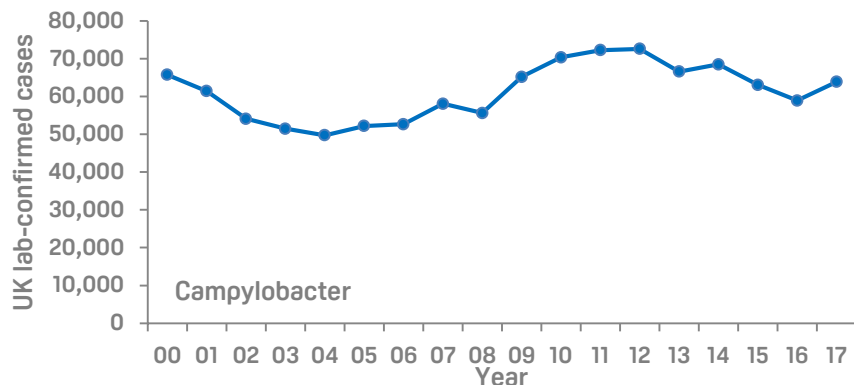
14.2%
RIDDOR
reduction



6.8% reduction of
accidence with injury
in 2017/18 compared
to 2016/17

HUMAN CASES OF FOODBORNE DISEASE

This is why the FSA exists, to protect the public from foodborne disease. All of our measures contribute to delivery of these Q4 statistics, updated annually in March.



8.4% increase in
Campylobacter UK Lab
confirmed cases from
2016 to 2017



18.6% Decrease
in E.Coli O157 UK Lab
confirmed cases from
2016 to 2017



0.45% decrease
in Salmonella UK Lab
confirmed cases from
2016 to 2017



25.5% decrease in
Listeria monocytogenes UK
Lab confirmed cases from
2016 to 2017

FOOD IS SAFE
AND WHAT IT
SAYS IT IS

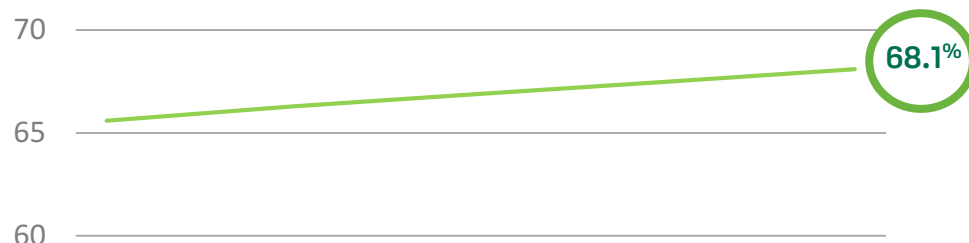
FOOD HYGIENE RATING SCHEME

FOOD HYGIENE RATING



% of food businesses within the scope of FHRs achieving FHRs rating of '5 – very good'

March 2017– March 2018 (England, Wales and Northern Ireland consolidated)



Food businesses rated as part of the scheme are achieving a rating of '5 - very good'



% of food businesses within the scope of FHRs achieving FHRs rating of 2 or lower

March 2017 – March 2018 (England, Wales and Northern Ireland consolidated)



+0.7%
points

increase of 5 ratings since Q3



-0.1%
points

decrease in ratings of 2 or lower since Q3

FOOD IS SAFE
AND WHAT IT
SAYS IT IS

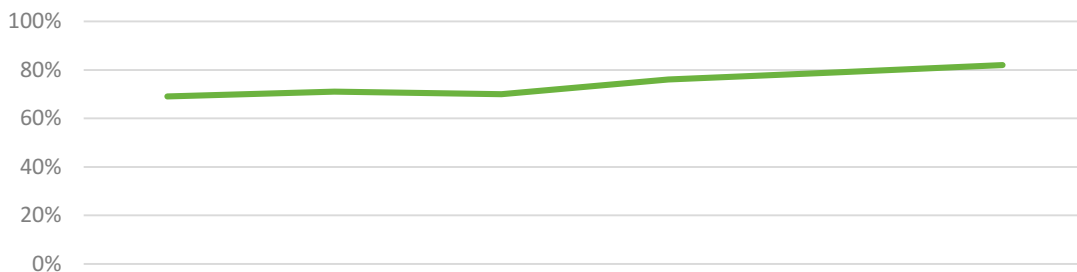
FOOD HYGIENE RATING SCHEME RECOGNITION AND USE

FOOD HYGIENE RATING

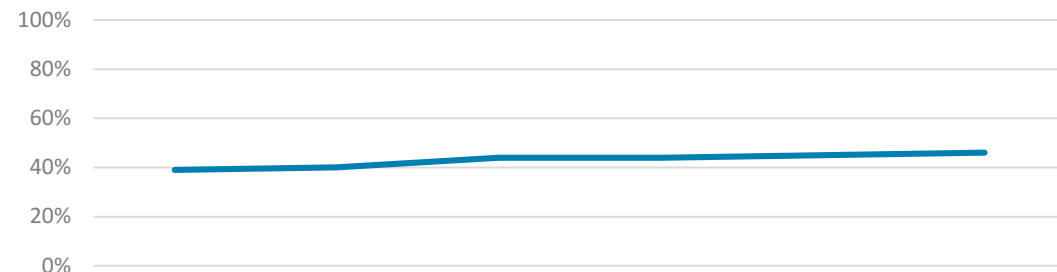
0 1 2 3 4 5

VERY GOOD

UK Recognition of FHRs Stickers
between November 2014 – October 2017 (England, Wales and Northern Ireland consolidated)



% of people who use the Food Hygiene Rating Scheme
between November 2014 – October 2017 (England, Wales and Northern Ireland consolidated)



82%

of surveyed
people recognise
the FHRs sticker

46%

of surveyed
people use the
food hygiene
rating scheme



3%
point

increase in people recognising
the FHRs sticker between
November 2016 and October 2017



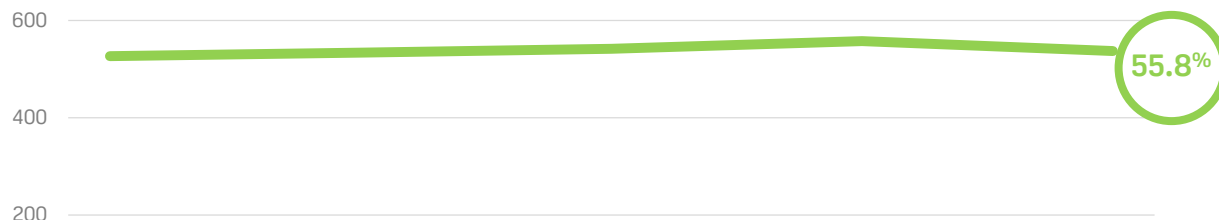
1%
point

increase in people using the FHRs scheme
between November 2016 and October 2017

MEAT FOOD BUSINESS OPERATOR (FBO) COMPLIANCE

Number of Meat FBOs rated 'good'

March 2017– March 2018 (England, Wales and Northern Ireland consolidated)

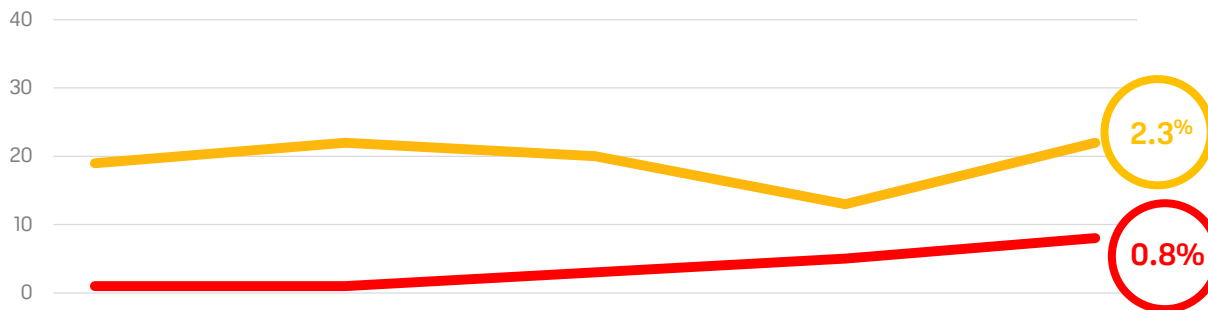


96.9%

FBOs rated
satisfactory or above

Number of Meat FBOs rated 'improvement necessary' or 'urgent improvement necessary'

March 2017– March 2018 (England, Wales and Northern Ireland consolidated)



30

FBOs rated
improvement
necessary or below



+12 increase in 'improvement necessary' and 'urgent improvement'
FBO's since Q3



BEING THE BEST
ORGANISATION
WE CAN BE

DELIVERING OUR CORPORATE PRIORITIES

Q4 2017/18 (January - March)

Q1 2018/19

Target Operating Model

Segmentation process defined
Delivered ✓

Assurance Standards defined & detailed plan to implement CRA component
Delivered ✓

Basic Structured Information Gathering Capacity developed
Delivered ✓

Supporting Regulator Pro
Delivered ✓

FHRS Vision
Delivered ✓

Enablers

Data Architecture development & Project Driven delivery structure in place
Delivered ✓

Change Management

Overarching solution protected
Delivered ✓

Operating Model (field operations)

Mobilisation workshop with SMEs
Rescheduled for 2018/19*

Operating model options developed
Rescheduled for 2018/19*

Interim Operating model agreed
Rescheduled for 2018/19*

Future proof contractual arrangements

Post Implementation Review of Delivery of Meat Official Controls Contract Performance Management Framework
Delivered ✓

Value vs risk evaluation of existing contracted services
Delivered ✓

Industry strategic review of official controls

Final recommendation received from industry
Delivery underway*

Key



Delivered to schedule



Off track but no overall delay anticipated



Off track

REGULATING
OUR FUTURE



BEING THE BEST
ORGANISATION
WE CAN BE

DELIVERING OUR CORPORATE PRIORITIES

Q4 2017/18 (January - March)

Q1 2018/19



Updated bid submitted to
HMT

Delivered ✓

Detailed delivery planning
(approval of process design)

Delivered ✓

Re-iterate strategy updating
to include any new
developments

Delivered ✓

Digital capability
assessment of FSA

Delivered ✓

Web analytics
standards review

Delivered ✓

**Data &
Digital**

Food.gov.uk Beta
(public)

Delivered ✓

Digital workplace launch
(beta)

Delivered ✓

Food.gov services
roadmap agreed

Delivered ✓

Food.gov retirement

Delivery underway*

Operating model design and capability
planning revised

Delivered ✓

'Show & tell' POC results
with in/external network

Delivered ✓

Review and decision point
on 18/19 roadmap

Delivered ✓



Surveillance

Q4 2017/18 (January - March)

Q1 2018/19



People Strategy

Review pilot
outcomes



Delivered

Scope and commence work on
Pay/Benefits



Delivered

Performance
management skills



Delivered

Establish Resourcing Team



Delivered

Apprenticeship scheme
(Phase 1) review



Delivered



Our Ways of Working

Cardiff and Belfast based staff
move on to new People Offer
contract



Delivered

Successful exit from Aviation
House



Delivered



Evolve IT

Data Centre & Hosting
supplier/s in place



Delivered

Multi-Functional Devices
supplier/s in place



Delivered

Exit from Capita managed
services contract



Delivered

Modern, Accountable Excellent Regulator

FORWARD LOOK TO 2020 (MILESTONES)

2017

EU EXIT

- Scenario planning
- Preparations to ensure food law continues to function properly from day one

REGULATING OUR FUTURE

- Discovery phase for enhanced registration and segmentation
- National Inspection Strategy pathfinders
- Develop revised segmentation policy

SURVEILLANCE

- Proof of Concepts inform new approach to surveillance and information gathering

OUR WAYS OF WORKING

- New people offer contracts
- Launch our ways of managing
- Foss House evolution

EVOLVE IT

- Improved digital productivity tools
- New laptops and tablets

DATA & DIGITAL

- Publish open data sets

PEOPLE STRATEGY

- FSA Values
- Design management development programme
- Our ways of working management toolkit
- 1st apprenticeship programme

2018

EU EXIT

- Delivery plans approved
- Business case to HMT
- Legislate using the powers of the European Union (Withdrawal) Bill
- Commence planning for 'Enduring Regime' post exit.

REGULATING OUR FUTURE

- Field trials for registration
- Formal consultation for segmentation
- Define future roles of FSA, Local Authorities and private assurance

SURVEILLANCE

- Prototype model for surveillance
- Build surveillance capability

OUR WAYS OF WORKING

- New London office
- Consolidated contracts for plant-based operational staff

EVOLVE IT

- Exit from Capita contract
- FSA-owned IT model in place

DATA & DIGITAL

- New Food.gov.uk
- Digital Workplace

PEOPLE STRATEGY

- 2020 Workforce plan
- Senior Leadership programme
- New performance management scheme
- Talent management
- Diversity strategy and roadmap

2019

EU EXIT

- UK exits the EU: implement FSA exit plan
- Functioning domestic food law
- Ongoing implementation of EU Exit plans depending on outcome of negotiations

REGULATING OUR FUTURE

- Implement digital solution for enhanced registration
- Apply Food Business Operator segmentation
- Develop standards for regulated private assurance
- Primary Authority National Inspection Strategy

SURVEILLANCE

- New functioning surveillance system in place

PEOPLE STRATEGY

- Staff skills profiles / talent biographies
- FSA Pay Strategy
- Talent Strategy supporting delivery of our workforce plan
- FSA Learning & Development Strategy

2020

Food we can trust in a global market outside the EU

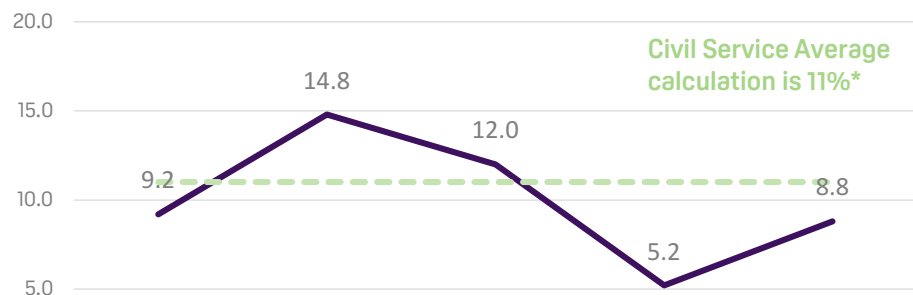
FOOD WE CAN TRUST

New regulatory model launches

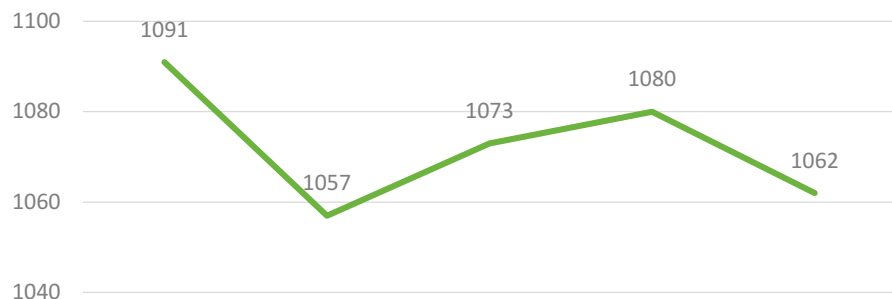
An effective and resilient organisation, with highly skilled and engaging leaders

MAKING THE FSA A GREAT PLACE TO WORK - ATTRITION

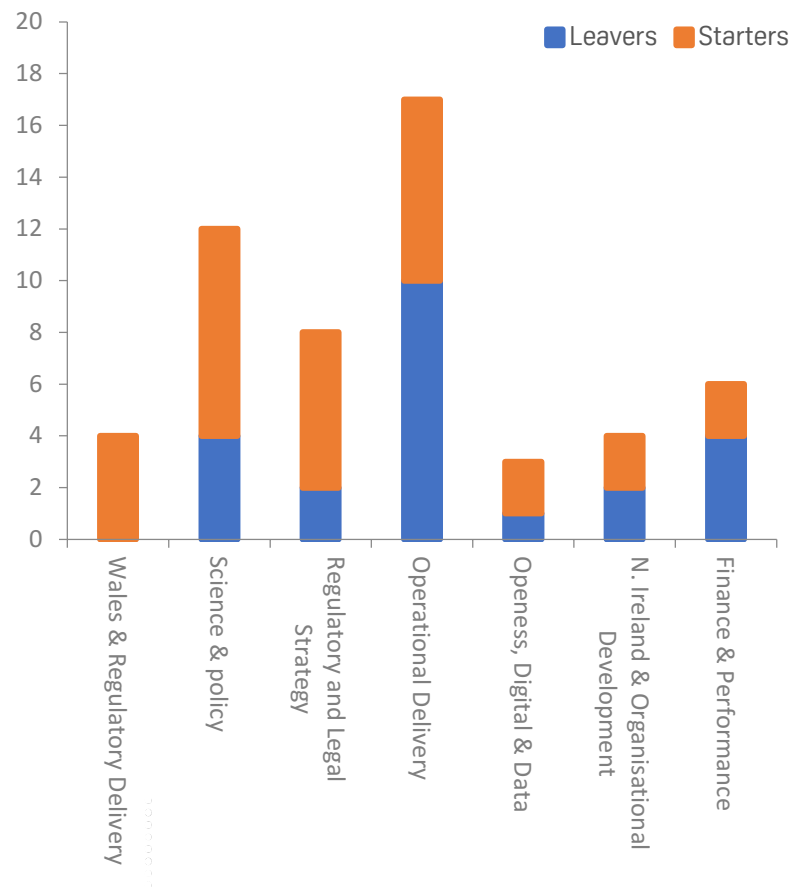
% Gross Attrition (Leavers) Annualised by Quarter
March 2017 – March 2018



Headcount by Quarter
March 2017 – March 2018



Starters and Leavers by Business Area Q4 2017/18

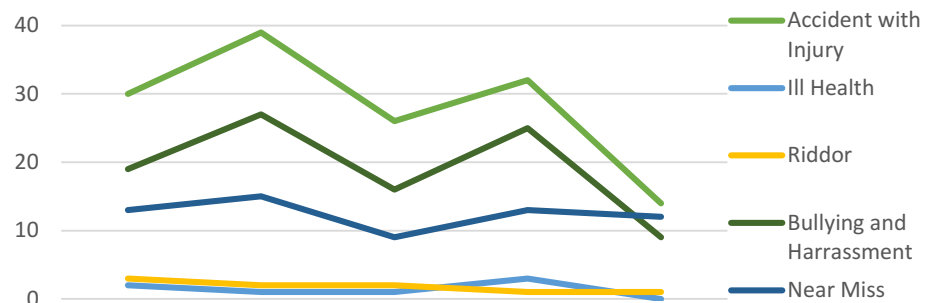


↓ 18 fewer staff at Q4 than Q3 2017/18

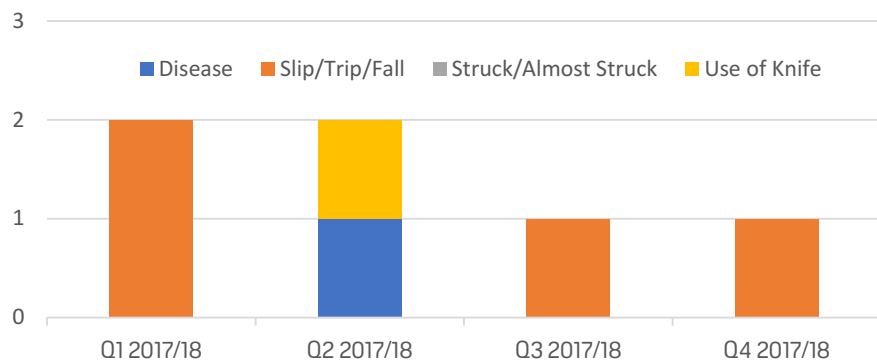
43 live vacancies across the FSA at the end of Q4

14 average number of applications received per vacancy

Incident Trends - April 2017 – March 2018 (includes FSA Employees, Contractors & FBO/Visitors)



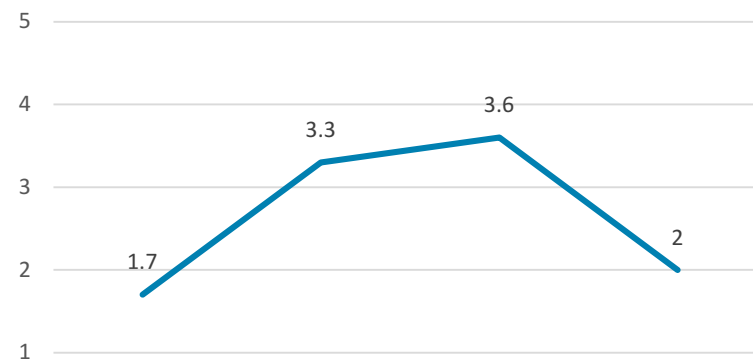
RIDDOR* (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations) Incident Causes April 2017 – March 2018



Bullying and Harassment - March 2017- March 2018



% days lost due to accident at work compared total days lost by quarter - April 2017- March 2018



↓ **6.8**
%

Reduction in
Accidents with
injury. From 58 in
2016/17 to 54 in
2017/18

↓ **14.2**
%

Reduction in 2017/18
RIDDOR incidents
compared to 2016/17

For 2017/18 work related injury and ill
health accounted for 2.5% of overall
working days lost



BEING THE BEST
ORGANISATION
WE CAN BE

AFFORDABILITY – HOW THE FSA IS PERFORMING AGAINST HM TREASURY LIMITS

2017/18 Provisional
Outturn £m

2017/18 Limits
£m

Underspend
£m

RAG status

Westminster

Net Administration
Expenditure (exc dep'n)

40.8

41.5

0.7



Net Programme
Expenditure (exc dep'n)

33.8

34.8

1.0



Resource Departmental
Expenditure Limit (DEL)

74.6

76.3

1.7



Capital (DEL)

6.5

7.7

1.2



Wales

RDEL – of which

3.3

3.4

0.1



CDEL Capital – IT /
Accommodation

0.1

0.1

0.0



Northern Ireland

RDEL – of which

7.9

8.3

0.4



CDEL Capital – IT /
Accommodation

0.1

0.1

0.0



EU Exit Funding
Request

0.8

0.9

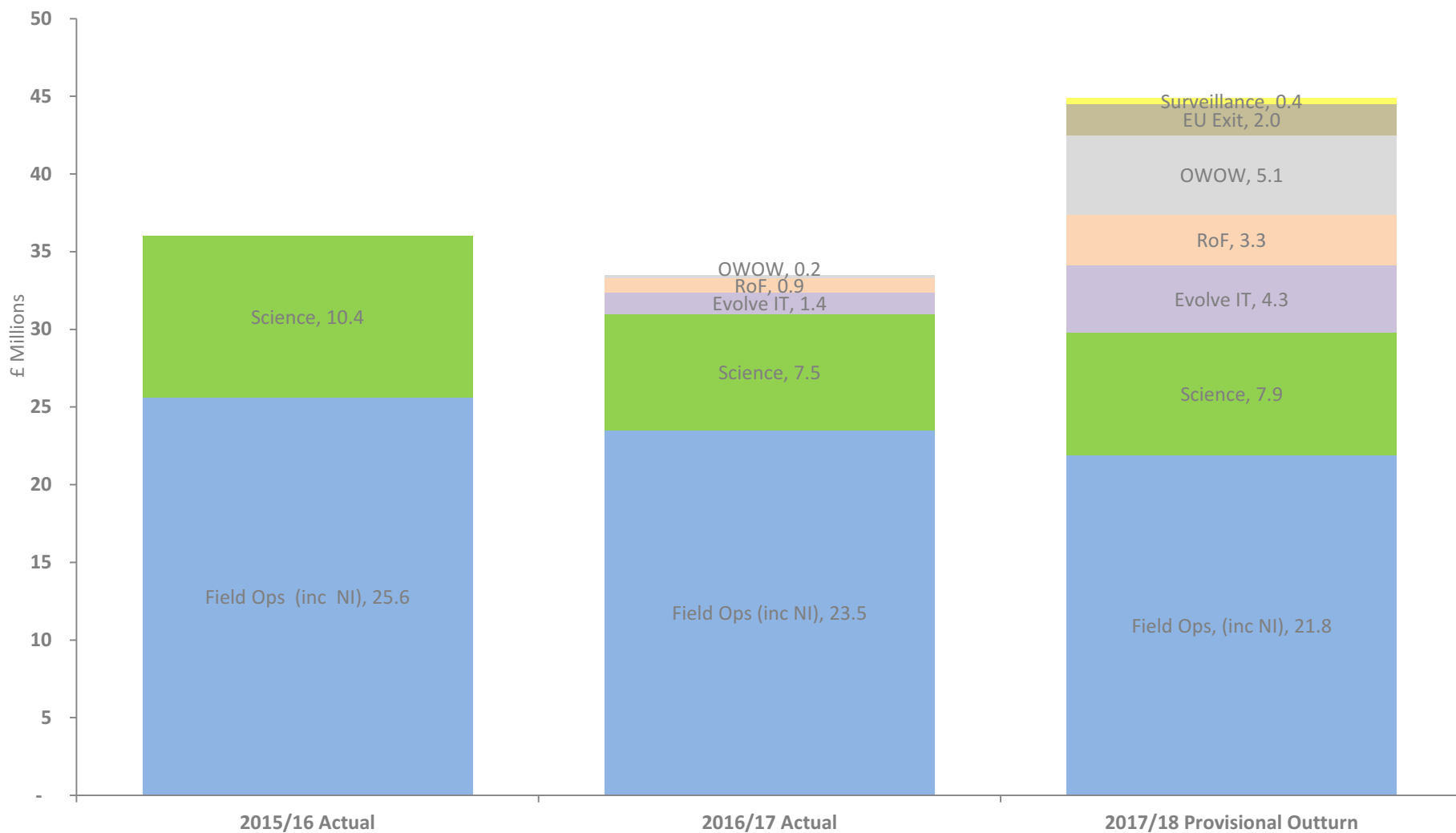
0.1



BREAKDOWN OF CORPORATE PRIORITIES AND KEY AREAS OF SPEND

	£m December Full Year Forecast 2017/18	£m Provisional Outturn 2017/18	£m Movement Fav / (Adv)	% Movement Fav / (Adv)	Financial RAG Status
FSA Total (of which):	94.7	93.3	1.4	1.5	●
EU Exit	2.0	2.0	0.0	0.0	●
ROF	3.4	3.3	0.1	3.0	●
Surveillance	0.4	0.4	0.0	0.0	●
OWOW	5.1	5.1	0.0	0.0	●
Evolve IT	3.4	4.3	(0.9)	26.5	●
Science	8.3	7.9	0.4	4.8	●
Field ops (inc NI)	21.9	21.8	0.1	0.5	●
3 rd Party Spend via Investment Board	13.9	13.1	0.8	5.8	●

ALIGNING RESOURCES TO CORPORATE PRIORITIES 2015-18



APPENDIX

NOTES ON DATA

Slide 5 - Figures supplied are 'all cases', including UK acquired and those that are acquired abroad. The figures presented are from a dynamic database, and are liable to change. Source: Figures have been provided by Public Health England, Public Health Wales, Health Protection Scotland and Public Health Agency for Northern Ireland. All annual figures are calculated as the sum of the quarterly values.

Slide 6 - FBO compliance levels are not in direct control of the FSA, so the targets are ones that FSA can influence, but not control. FHRS is operated in partnership with local authorities who deliver the scheme locally, as an added value to their intervention programmes. Whilst LAs aim to address any food safety hazards and legal non-compliance during interventions, the relationship between FBO compliance levels and LA delivery / performance is complex. Various factors outside the remit of the LA may also influence levels of FBO compliance. FHRS based risk indicators already form part of the LA audit/ intervention selection criteria, and FHRS data is being incorporated into the Balanced Scorecard/LA Dashboard project to inform our work with under-performing LAs. The figures are for England, Wales and Northern Ireland combined. Individual country ratings differ. More information on FHRS can be found on the Food Standards Agency website at: <http://ratings.food.gov.uk/>

Slide 9 - Regulating our Future: Operating Model & Industry strategic review of official controls - As a result of the announcement to review cutting plants and cold-stores this work will now follow on from the review and feedback from the review will be taken into account when developing a new operating model. Revised timelines will be included in the papers for the September meeting of the Business Committee.

Slide 10 - Data and Digital: the retirement of Food.gov - delayed for an additional month to ensure technical stability and will be run in parallel to the new site.

Slide 13 – Data source for calculating Civil Service Average taken from Office for National Statistics:
<https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/publicsectorpersonnel/adhocs/007363civilserviceemployment2017responsibilitylevelbygovernmentdepartmentandpostcodestaffinpostleavingcausebygovernmentdepartmentandpostcodeleavers>

Slide 14 - RIDDOR requires employers to report certain serious workplace accidents, occupational diseases and specified dangerous occurrences (near misses) to the Health and Safety Executive. All Health and safety figures correct as at 17-05-2018.