
PERFORMANCE & RESOURCES UPDATE – MARCH 2016

Report by Michael Todd, Planning Manager, Planning, Performance & Change

For further information contact Michael Todd on 07738 199 032

Email: michael.todd@foodstandards.gsi.gov.uk

1 SUMMARY

1.1 This is the quarter three Performance & Resources report updating the Business Committee on the FSA's performance, use of resources, and progress in implementing key initiatives from the 2015-2020 strategic plan.

1.2 The report is designed to help the Committee to assess:

- the FSA's performance against the outcomes set out in the strategic plan, taken from the Board's definition of consumers' interests in relation to food; and
- the FSA's use of resources to achieve those impacts.

The goal is to drive improvements in performance and use of resources, and so deliver better outcomes for consumers and better value for money.

1.3 The FSA has a joint responsibility with others – including industry, consumers, and other areas of government – to improve food-related outcomes for consumers, which are reported at Level 1.

1.4 There are certain factors which the FSA takes responsibility for delivering in working towards those outcomes. The report shows the FSA's performance against targets in these areas at Level 2. The measures at Level 3 are internal measures of FSA efficiency and economy, such as the FSA's HM Treasury limits.

2 WHAT'S NEW AND HIGHLIGHTS IN THIS REPORT

2.1 The contents page for the report (slides 2 and 3) gives an indication of what's new in this report. In most cases, the charts/tables/graphs have been updated to include data for Q3 2015/16 and/or improved presentation. There is a new page (slide 20) showing progress made with the Civil Service People Survey where scores and feedback gave cause for celebration, with increased scores in every area, and an uplift of 7% in our overall Engagement Score.

2.2 This report also includes a summary of the latest Campylobacter retail survey. These encouraging results provide some evidence of an improvement in levels of Campylobacter on chickens at retail, with a lower prevalence in July - Sept 2015 compared to the same period in 2014. We cannot rule out the possibility that this apparent change is a result in short term factors. We need to observe a lower prevalence over a sustained period before we could be certain that a longer term improvement has occurred as a result of interventions put in place.

- 2.3 There is a new slide in relation to the FSA's finances which shows the years spend to date (slide18). The FSA remains within Treasury control limits for 2015/16. We have also agreed with HM Treasury our settlement for Westminster to 19/20. Wales and NI spending has been confirmed as flat cash for 16/17 but has not yet settled for the 3 years to 31 March 20. A provisional overview of FSA expenditure to 2019/20-is shown in slide 19.
- 2.4 The report continues to include measures to show some of the results of the FSA's work inspecting meat (slides 9 and 10), which consumes the biggest proportion of the FSA's budget.
- 2.5 We are exploring a more systematic and defined way of verifying and reporting slaughter hygiene verification at abattoir level for the future. This will include key points of verification during production, and will replace current systems for contamination recording and measuring accuracy of our checks. We want our measures to be more qualitative, and for our checks to be more targeted. This will emphasise that responsibility for production of safe meat sits firmly with the FBO, and will place greater emphasis on ensuring controls in place are effective, with our interventions focused on those businesses not achieving the required standards. The new system will come in during quarter one 2016/17.
- 2.6 We have not included in this report the slide showing the numbers of laboratory confirmed cases for *Campylobacter*, *Salmonella*, *Escherichia coli* O157 or *Listeria monocytogenes* as we do not have updated annual figures. We are working with Public Health England to see if we can receive more timely figures on a quarterly basis rather than annually.

3 HOW THE REPORT WILL CONTINUE TO DEVELOP

- 3.1 We will continue to develop our overall framework of performance. In particular, we are planning:
- to measure efficiency or resource implications of each outcome;
 - add measures to reflect the areas of the FSA's 2015-20 strategy not currently covered; and
 - continually refresh the report as the environment changes.
- 3.2 A Forward Look showing the measures we are aiming to report in the next quarter of 2015/16 and into 2016/17 is detailed in the Annex B. This plan will be updated each quarter to reflect changing priorities and reporting schedules.

4 CONCLUSION AND RECOMMENDATIONS

- 4.1 The Committee is asked to:
- **Comment** on the FSA's performance.

Annex B

Performance and Resources Report – Forward Look

	2015/16		2016/17		
	Q3	Q4	Q1	Q2	Q3
Food Borne Disease <i>(quarterly reporting being investigated)</i>	-	-	Annual	-	-
Food Hygiene Rating Scheme	X	X	X	X	X
Consumer awareness of the Food Hygiene Rating Scheme	X	-	X	-	X
Shellfish Hygiene and Sampling	X	X	X	X	X
Meat Food Business Operators Compliance	X	X	X	X	X
FSA actions in response to meat FBO compliance audits		New	X	X	X
Meat Inspection (Contamination identified at final FBO inspection point)	X	X			
FSA's meat inspection assessment accuracy	X	X			
Systematic reporting and slaughter hygiene verification at abattoir level			New	X	X
Effectiveness of FSA controls in place and targeted intervention			New	X	X
Animal Welfare non-compliances	X	X			
Revised Animal welfare reporting			New	X	X
Investigation management of food incidents	X	X	X	X	X
Highlights from the 'Annual Report of Incident'				New	-
Food Allergy	-	Annual	-	-	-
Food Intolerance	-	Annual	-	-	-
Food Futures and Science Indicators <i>(frequency to be determined)</i>		New			
Public awareness, trust and reputation of FSA	X	-	X	-	X
FSA Organisational Development		New	X	X	X
Civil Service People Survey	New	-	-	-	Annual
FSA Resources, Expenditure and Financial efficiency	X	X	X	X	X
FSA Estates and Sustainability	-	Annual	-	-	-



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FSA 16/03/10
Annex A

FSA Board Business Committee

Performance & Resources report

March 2016

2015/16 Quarter three results and forecast

**Level 1: Outcomes – Shared responsibility
(businesses, FSA, consumers)**

Level 2: FSA Performance

Level 3: FSA Efficiency & Resources

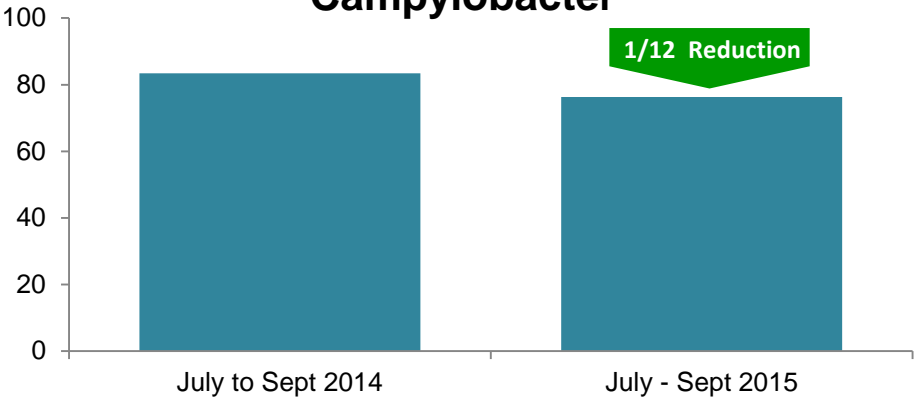
Level	Contents	Page
	Outcome: Food is safe	
1	Campylobacter Retail Survey (new slide)	4
1	Food Hygiene Ratings Scheme	5
1	Consumer awareness - FHRS	6
1	Shellfish Hygiene (incl. number of samples taken)	7
1	Meat Food Business Operator compliance with regulations	8
1	Meat Inspection: Contamination identified at final inspection point	9
2	Meat Inspection: Accuracy assessment of FSA team carrying out post-mortem inspection	10
	Outcome: Food is what it says it is	
1	Animal welfare reporting	11
1	Incidents (revised slide showing trend data for last 5 years)	12
	Outcome: Consumers can make informed choices about what to eat	
1	Public awareness, trust and reputation of FSA	13

Level	Contents	Page
	FSA Performance	
2	FSA Change Portfolio (revised slide)	14
	FSA Efficiency & Resources	
3	Resources used: FSA 15/16 Net expenditure (excluding AME) £m and Staffing FTEs	15
3	Analysis of Official Controls and Science, Research & LA Support FSA	16
3	Financial Performance Forecast	17
3	Financial Performance Year to date (new slide)	18
3	Efficiency – Spending Review Trend	19
3	FSA People Survey (new slide)	20

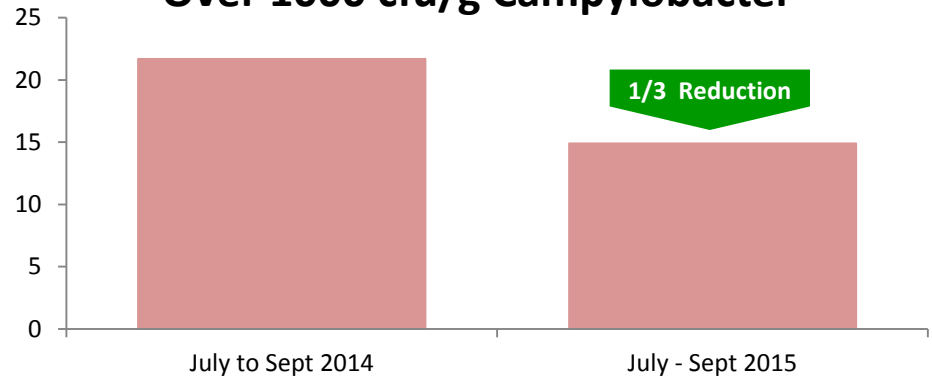
Level 1: Campylobacter Retail Survey

The FSA has a multi-year programme of work to promote industry and consumer change to reduce campylobacter. This work includes undertaking a microbiological survey of campylobacter contamination in fresh whole UK produced chilled chickens at retail sale. As a result of the retail survey, several retailers are now taking enhanced action and publicising their intentions.

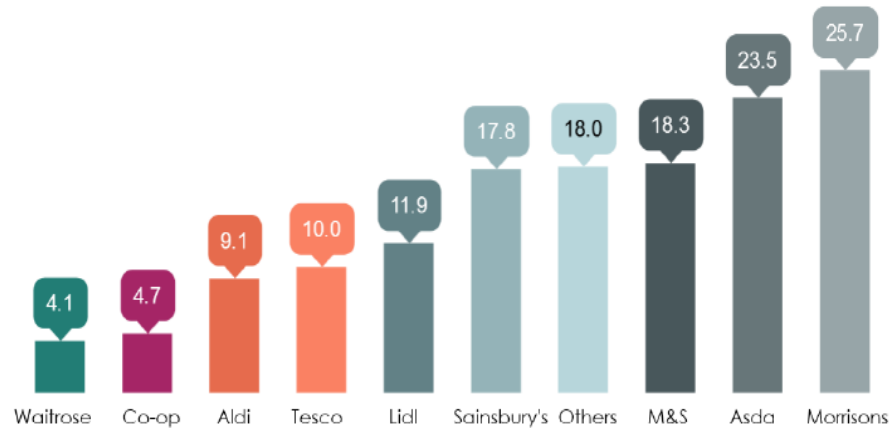
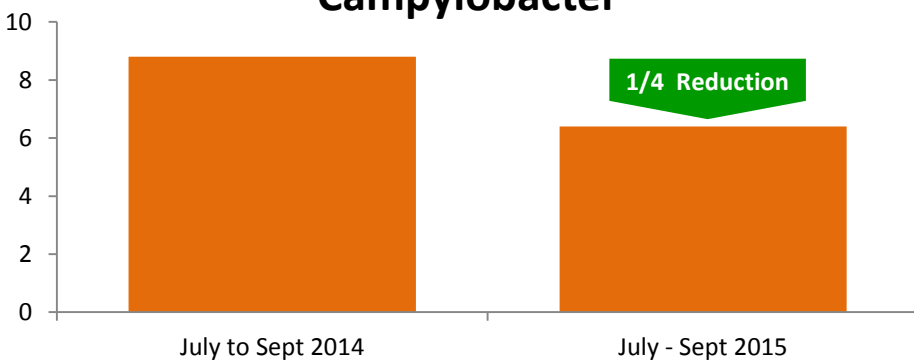
% skin samples positive for Campylobacter



% skin samples Over 1000 cfu/g Campylobacter



% pack samples positive for Campylobacter

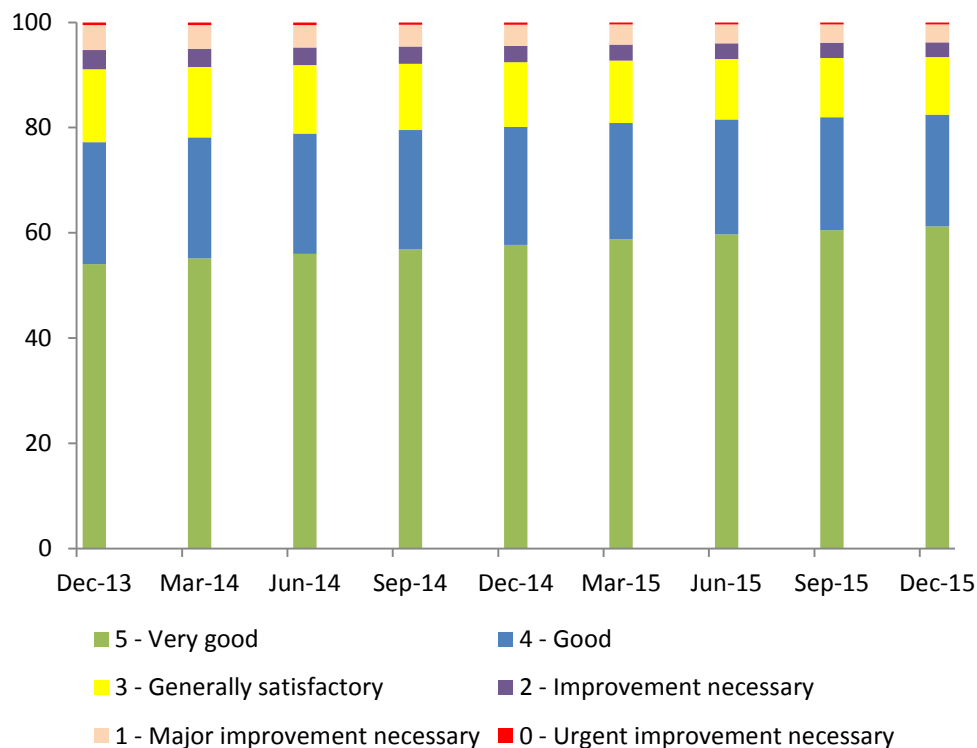


Overall prevalence of campylobacter on chickens sampled and on the outside of chicken packaging: July - Sept 2015 and July - Sept 2014. These results provide some evidence of an improvement of levels of Campylobacter on chickens at retail, with a lower prevalence in July - Sept 2015 compared to the same period in 2014. However we cannot rule out the possibility that this apparent change is a result in short term factors. We would need to observe a lower prevalence over a sustained period before we could be certain that a longer term improvement has occurred as a result of interventions put in place.

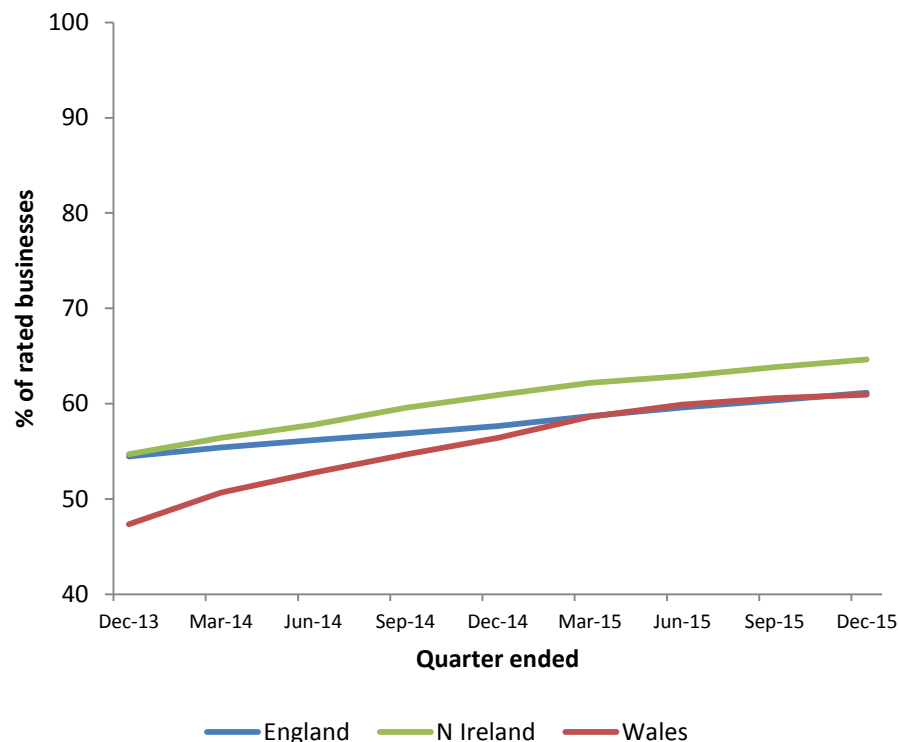
Level 1: Food is safe - Food Hygiene Ratings Scheme

FHRS is operated in partnership with local authorities in England, Northern Ireland and Wales. Ratings range from 5 ('Very good') to 0 ('Urgent improvement necessary'). Ratings visits are carried out by Local Authorities.

% of FHRS ratings all countries



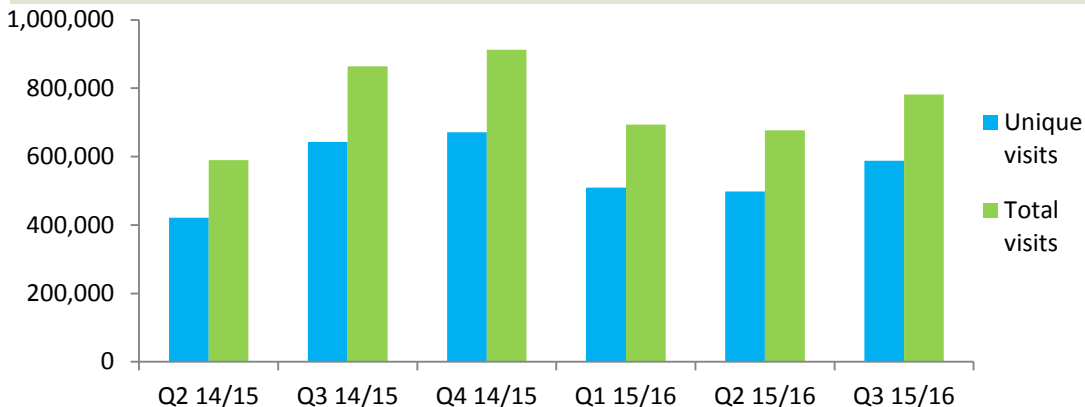
% of FHRS 5 Ratings



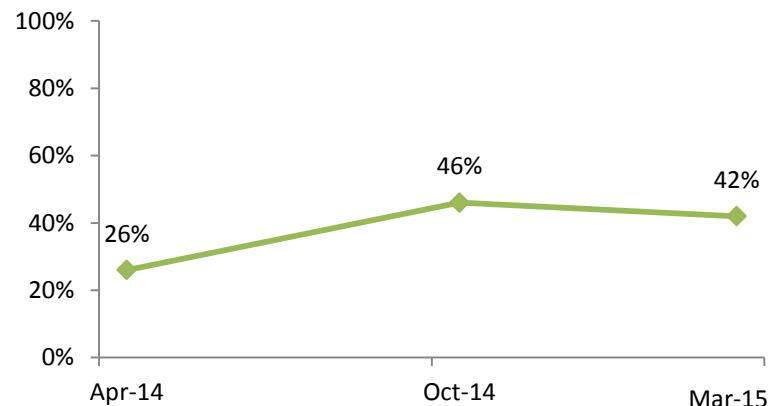
- The increase in the proportion of 5 ratings (+0.8 percentage points) is consistent with the pattern throughout 2015/16 so far. This reflects the changes in both E and NI
- The increase in 5 ratings in Wales (+0.4pp) is lower than in previous quarters (+0.7pp in Q1 and Q2).
- The proportion of 5 ratings in England and Wales continues to be very similar (61%) but there are higher levels of ratings ≥ 3 in Wales (94.6%) c/w 93.1% in England. The level of 4 ratings in Wales (24.1%) c/w 20.9% in England being main reason
- The level of 5 ratings in NI (64.7%) is still the highest of the 3 countries

Level 1: Consumer awareness - FHRS

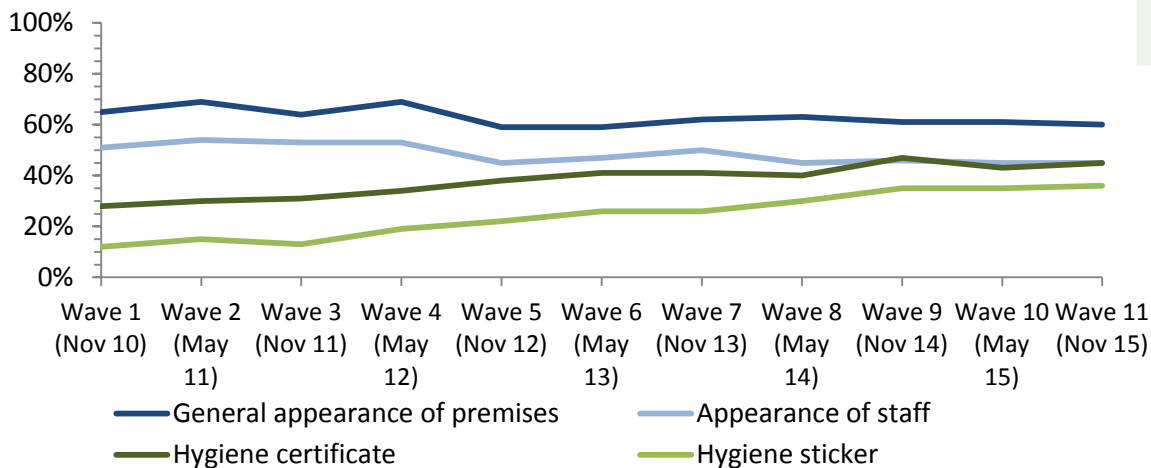
Consumer use of FHRS ratings website (food.gov.uk/ratings)



% consumers believing/accepting FSA's messages



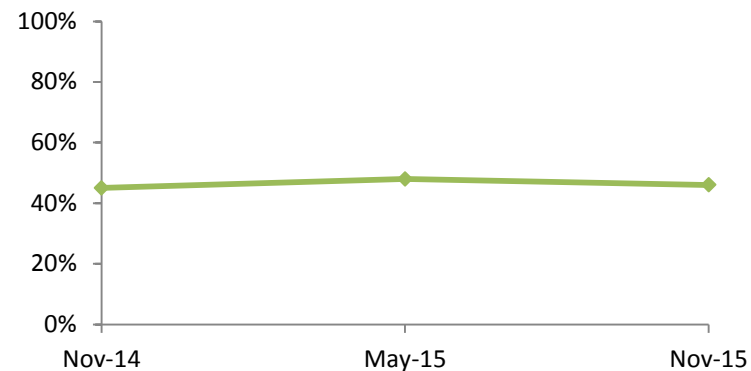
Ways consumers report knowing about the hygiene standards of places they eat at or buy food from (Nov 2010 – Nov 2015)



Recognition of FHRS

(public attitudes tracker Nov 2015)

Proportion of respondents who reported that they had seen or heard of FHRS when shown the name 'Food Hygiene Rating Scheme' (up from 34%)



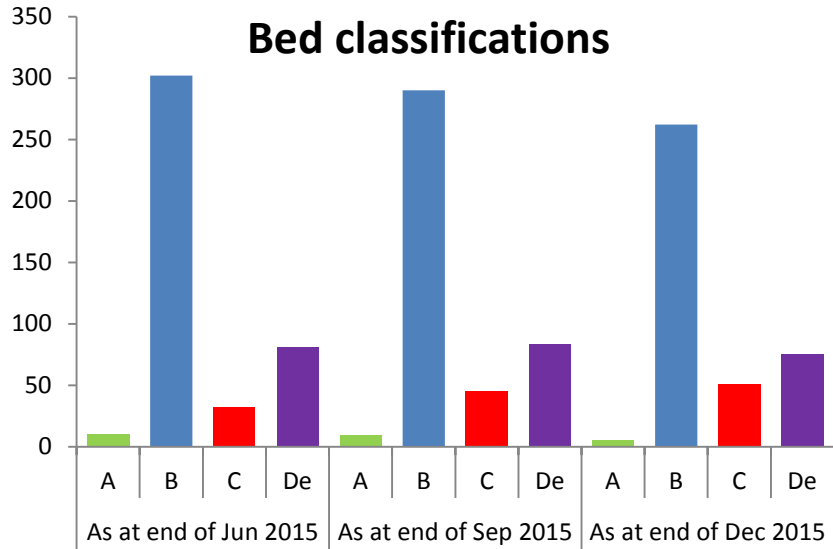
The proportion of respondents who report using hygiene stickers (36%) as a method of knowing about hygiene standards has not changed significantly from the previous wave (35%) but have increased compared with waves 1-8 (12-30%).

Base: All respondents, UK
 Weighted base (W10: 2000, W1-W9: 2000), Unweighted base (W10: 2640, W1-W9: 2069-2684)

Level 2: Food is safe - Shellfish hygiene

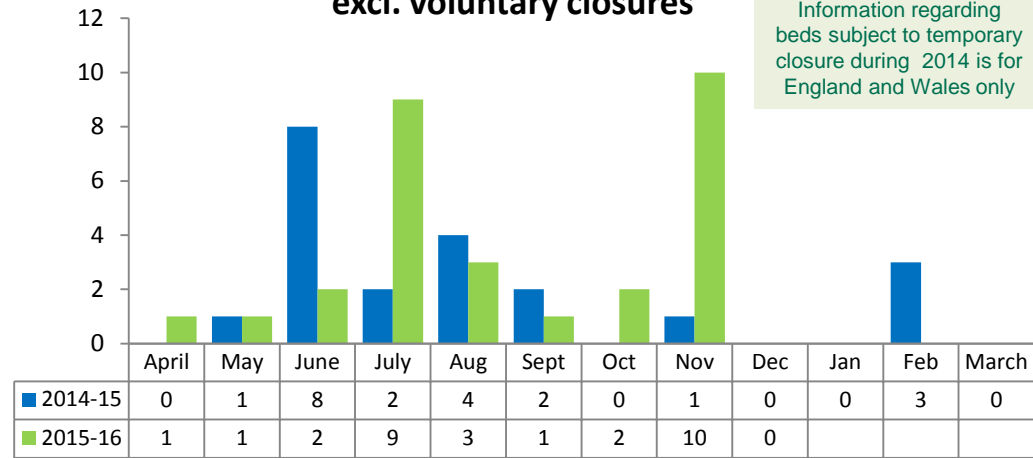
Shellfish production areas are classified according to the extent to which shellfish sampled from the area are contaminated with E coli. The classification determines the treatment required before harvested molluscs can be placed on the market. In England and Wales shellfish samples are taken by local authorities and in Northern Ireland by contractor, local authority or the Loughs Agency.

Bed classifications



Bed closures and prohibitions

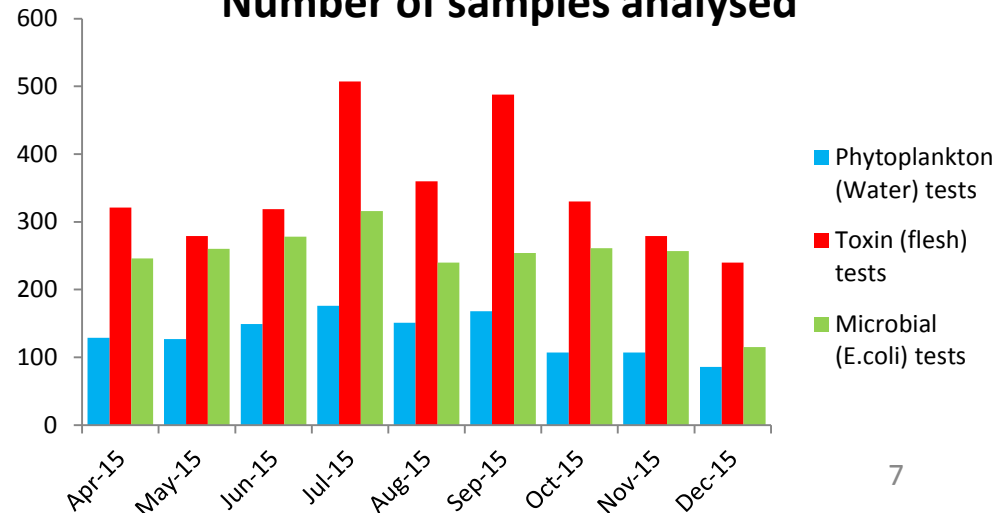
excl. voluntary closures



The charts show the number of shellfish beds in England, Wales and Northern Ireland and corresponding closures or prohibitions of these beds in Q1 and Q2 in 2015/16

- Class A - harvested for direct human consumption
- Class B - human consumption after purification / relaying in an approved area / approved heat treatment
- Class C - human consumption only after relaying in an approved area for at least two months / by treatment in a purification centre / after approved heat treatment
- Declassified beds - sites that are currently not being harvested, but continued to be monitored to allow re-classification if required

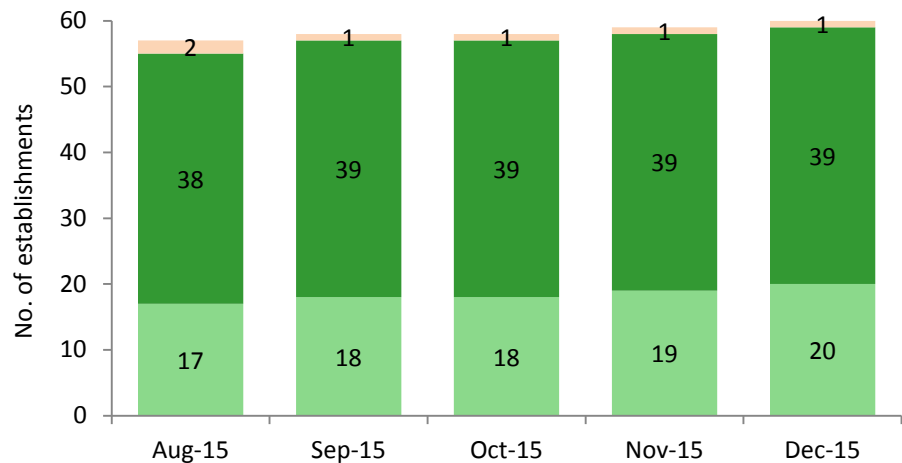
Number of samples analysed



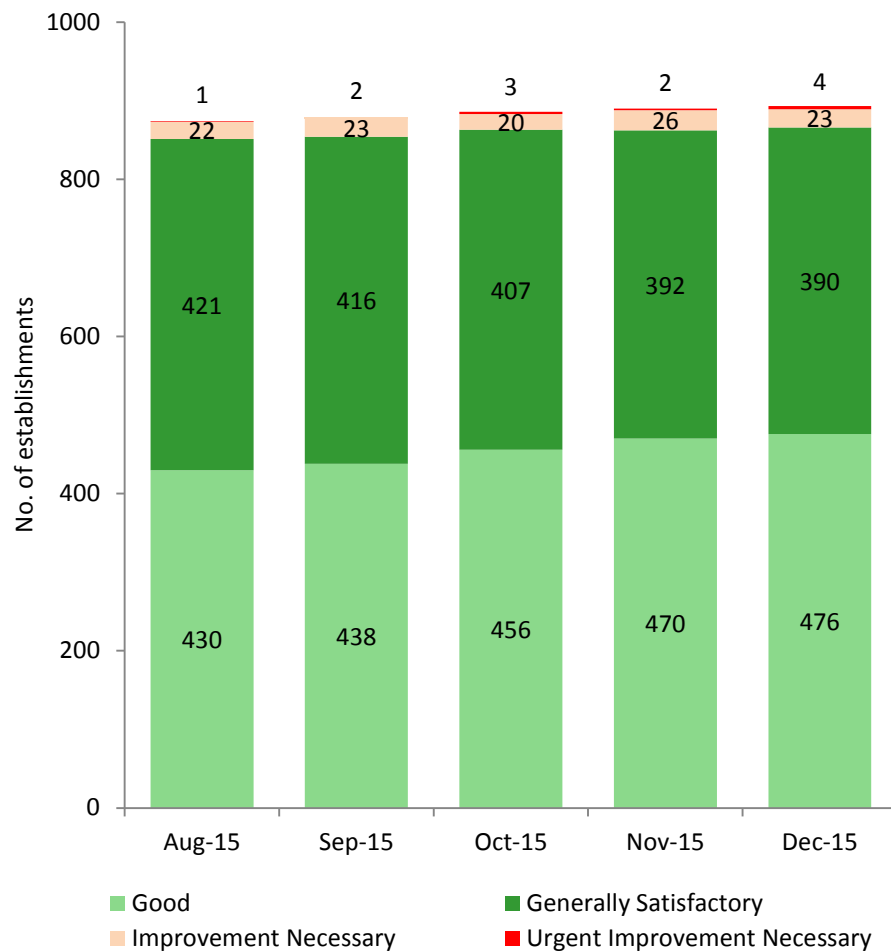
Level 1: Food is safe – Meat Food Business Operator compliance with regulations

It is the responsibility of food business operators to comply with regulations. In addition to routine official controls and inspections, the FSA carries out audits to verify compliance and works with FBOs to identify where improvements are necessary. Where an audit finds that a food business operator is non-compliant with regulations, urgent improvement is necessary.

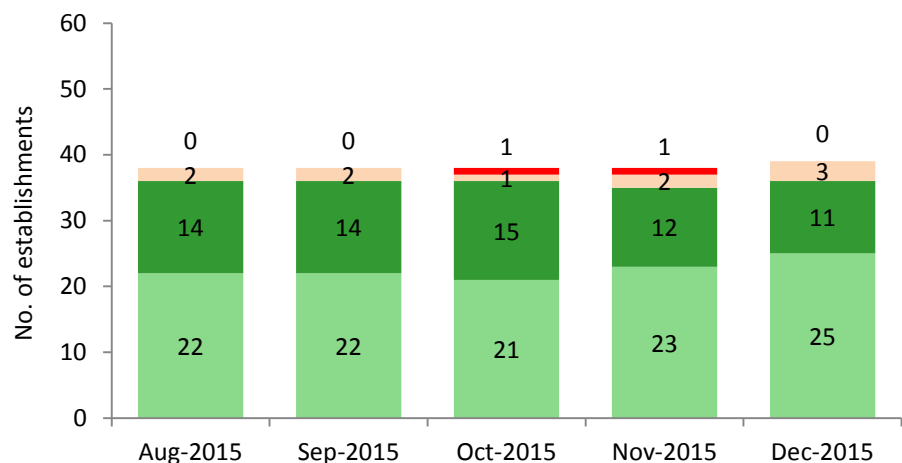
Wales (December 2015)



England (December 2015)



Northern Ireland (December 2015)



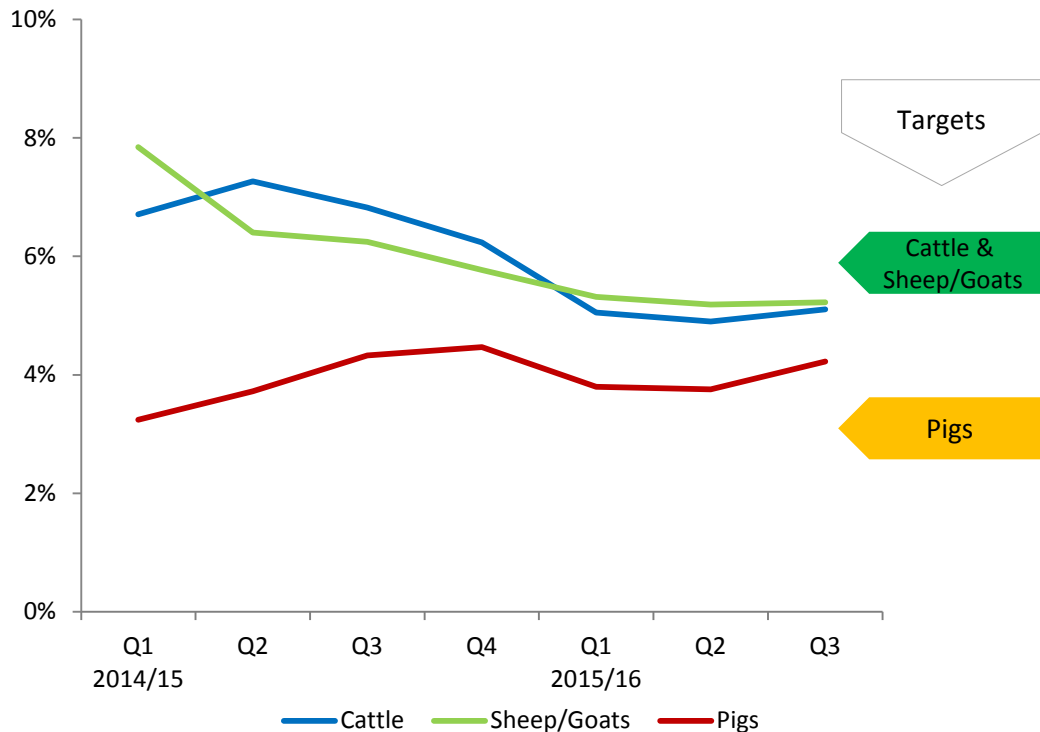
All December 2015 figures are provisional.

Level 1: Food is safe – Meat Inspection

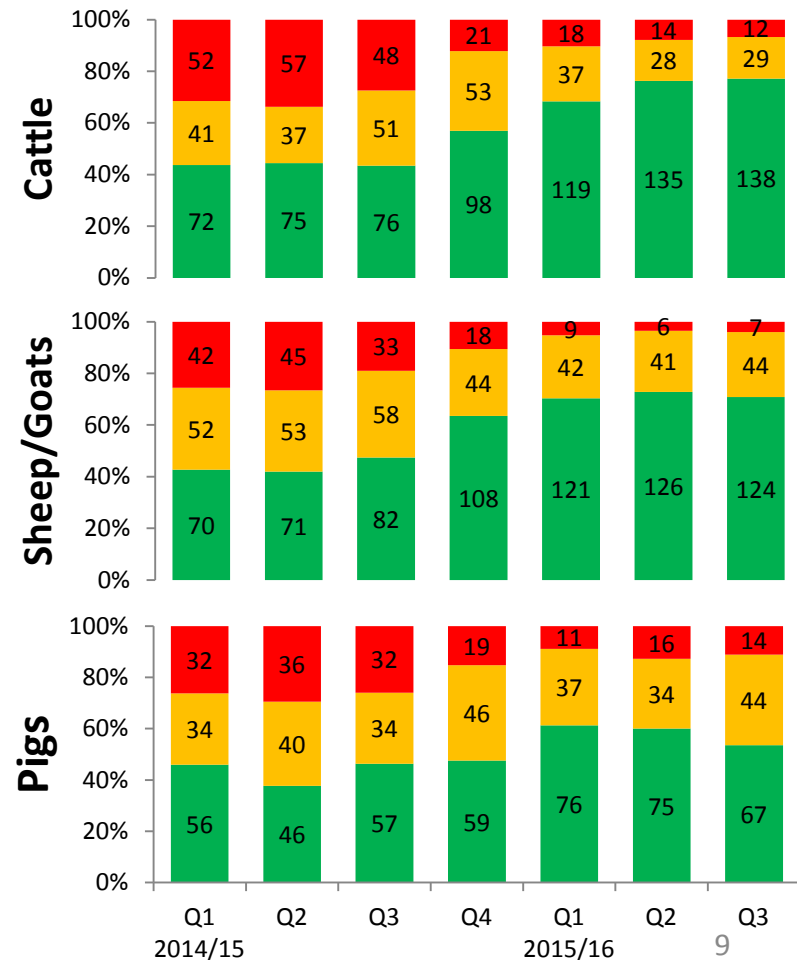
Contamination identified at final FBO inspection point

Average carcass compliance levels in England and Wales following post-mortem inspection verification checks are used as a measure of how well an FBO's food safety management controls have worked. Where contamination is observed, the FBO has to take rectification before meat may pass into the food chain. Traffic light banding is used to direct FSA inspection resource to those FBO's who are least compliant. There is no acceptable level of contamination.

Average contamination levels recorded by Throughput



Contamination level recorded by establishment



In all NI approved red meat slaughterhouses contamination levels are recorded at final inspection with monitoring and follow up action undertaken by DARD Veterinary Public Health Programme (VPH). Data is also provided to FSA in NI for discussion and trend analysis on a monthly basis.

Contamination levels			
Cattle	<6%	<10%	10%+
Sheep/Goats	<6%	<10%	10%+
Pigs	<3%	<6%	6%+

Level 2: Food is safe – Meat Inspection

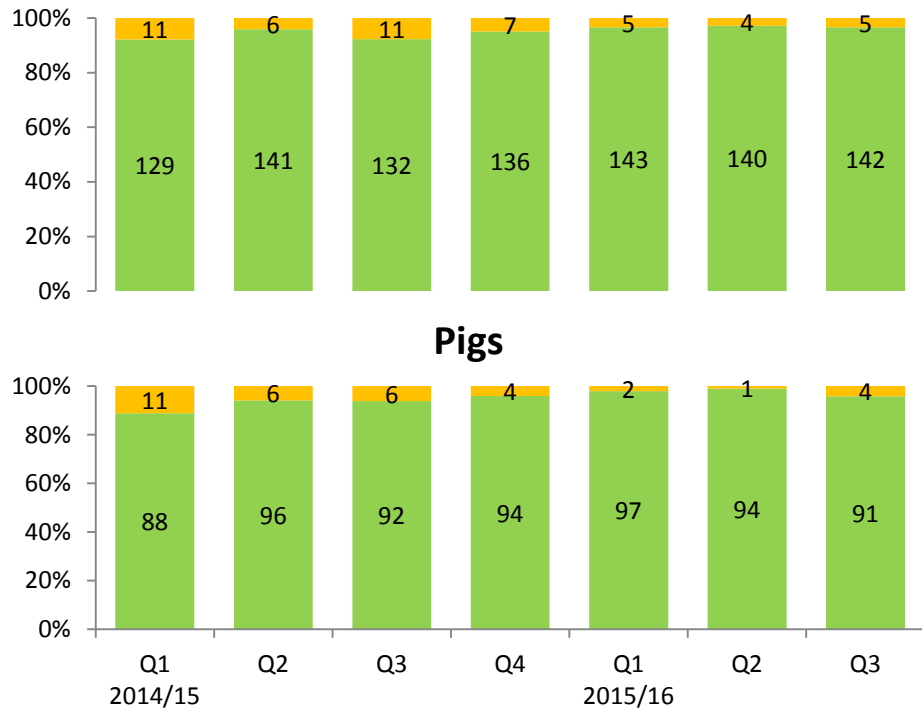
Accuracy assessment of FSA teams carrying out Post-Mortem Inspection

An important function for FSA inspectors is to inspect carcasses and offal at post-mortem inspection. At slaughterhouses in England and Wales, as part of our qualitative performance monitoring, the Official Veterinarians (OV) will check a sample of carcasses and offal that have been health marked (or inspected, in the case of poultry). In NI, post mortem inspection is carried out by Official Auxiliaries from DARDs VPHP, accuracy is verified on a daily basis by DARD OVs or Senior Meat Inspectors.

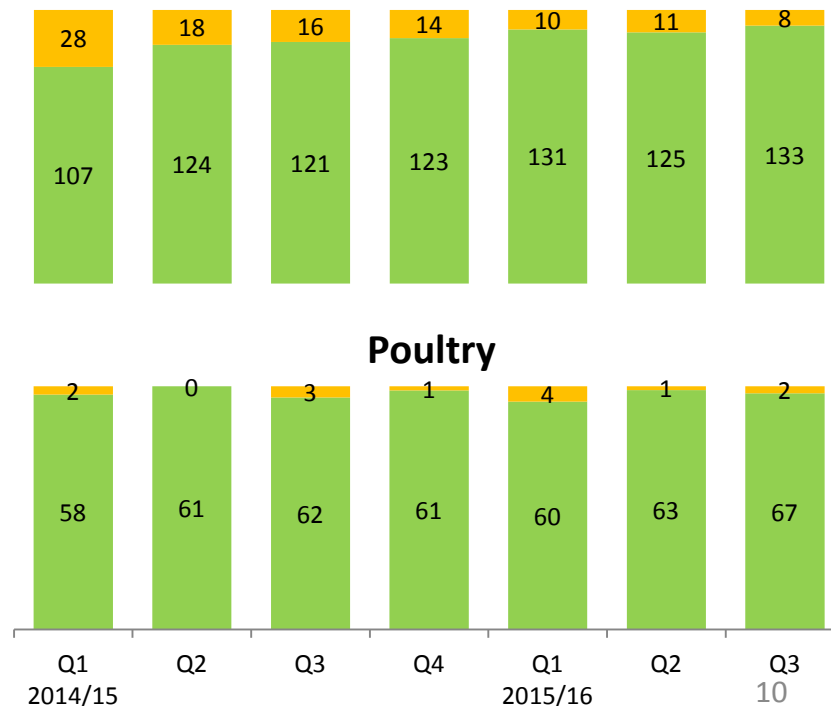
2015/16 Quarter 3	Cattle	Sheep/ Goats	Pigs	Poultry	Management guidelines for accuracy of Post Mortem Inspection
Average carcass accuracy	99.9%	99.9%	99.9%	99.9%	
Number of carcasses checked	45,391	75,022	42,219	1,096,707	
Average offal accuracy	99.9%	99.9%	99.9%	-	≥98%
Number of offal checked	44,840	74,108	41,711	-	<98%

Accuracy recorded by establishment

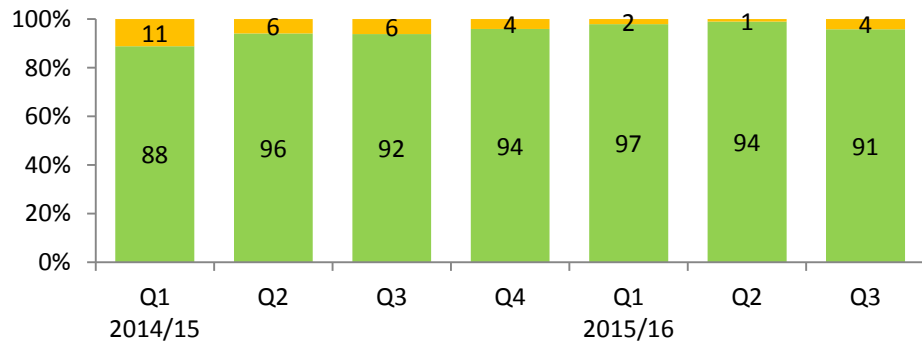
Cattle



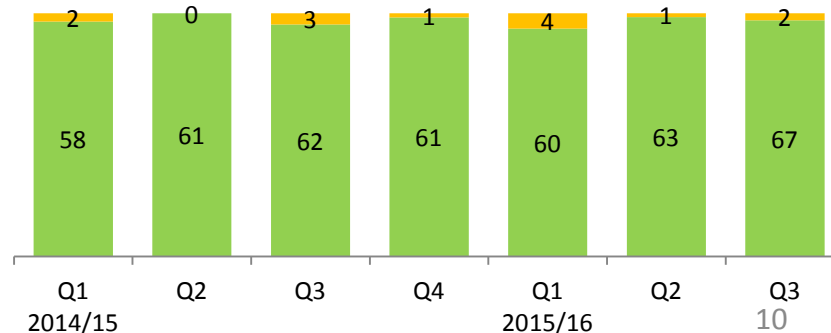
Sheep / Goats



Pigs



Poultry



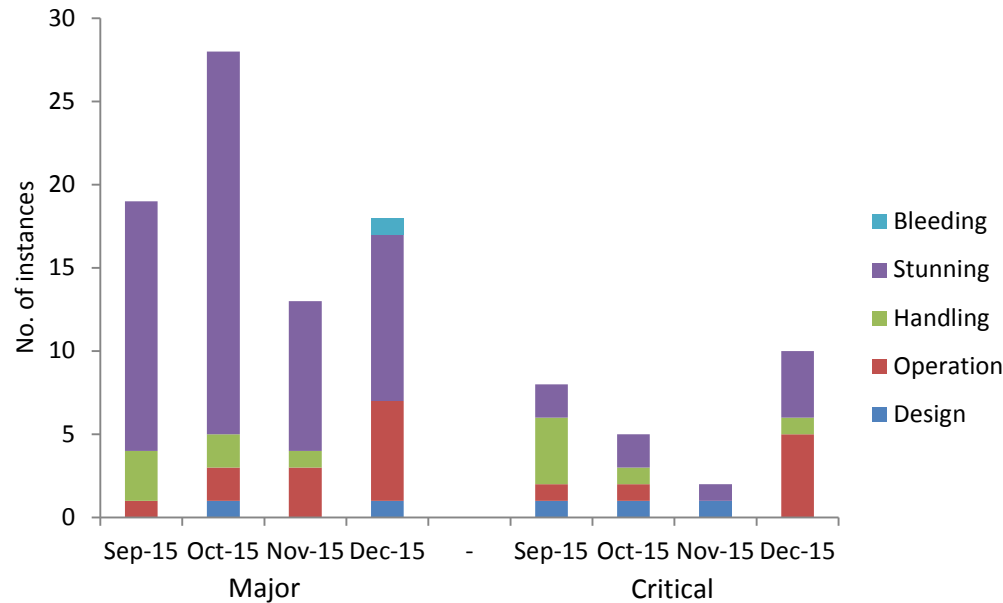
Level 1: Food is what it says it is – Animal Welfare

The FSA enforces animal welfare legislation at slaughterhouses in England and Wales and reports instances of non-compliance. The data below show the instances categorised as either 'major' (i.e. likely to compromise animal welfare but where there is no immediate risk to animals, may lead to a situation that poses a risk to animals) or 'critical' (i.e. poses a serious and imminent risk to animal welfare or one where avoidable pain distress or suffering has been caused). Reported non-compliances are followed up by appropriate enforcement action.

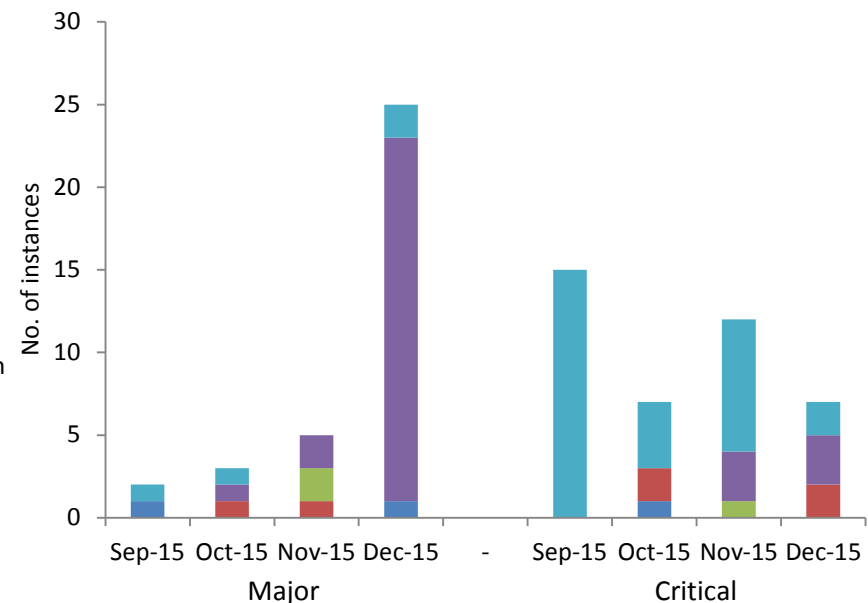
Q3 Red meat (includes cattle, calves, goats, pigs, sheep)		
Number of instances recorded	Number of animals slaughtered	Number of establishments recording issues
76	6,162,014	24 (out of 218 Approved)

Q3 Poultry (includes broilers, ducks, guinea fowl, hens, turkeys)		
Number of instances recorded	Number of birds slaughtered	Number of establishments recording issues
59	224,722,798	18 (out of 78 Approved)

Operational non-compliances Red Meat Species



Operational non-compliances Poultry Species

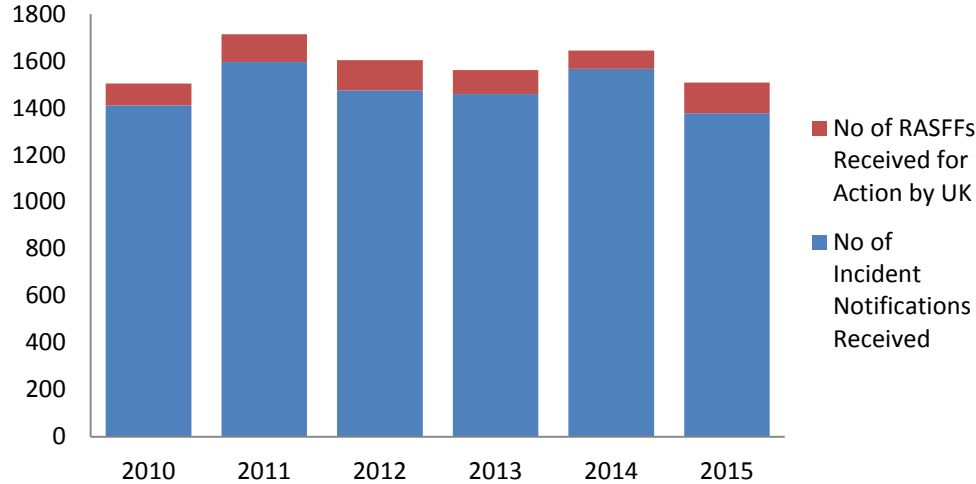


In 2016/17 we will be implementing enhanced routine reporting and performance monitoring on animal welfare controls, as part of our working relationship with Defra.

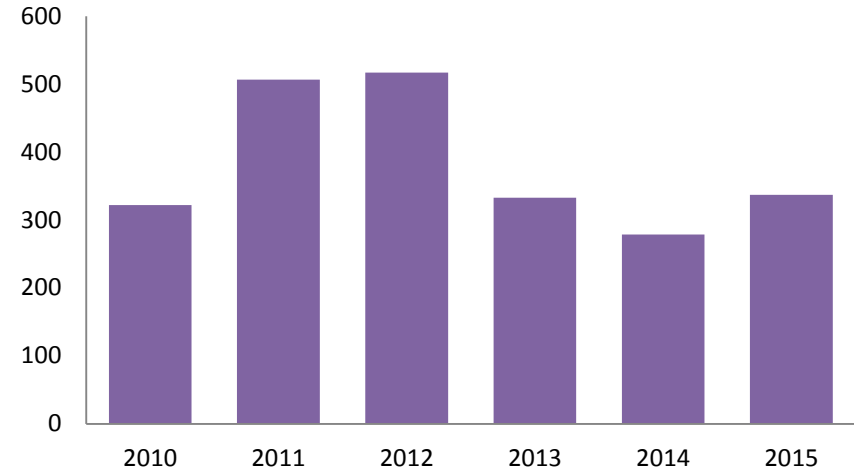
Level 1: Food is what it says it is - Incidents

An incident is defined by the FSA as: 'Any event where, based on the information available, there are concerns about actual or suspected threats to the safety or quality of food and feed that could require intervention to protect consumers' interests.'

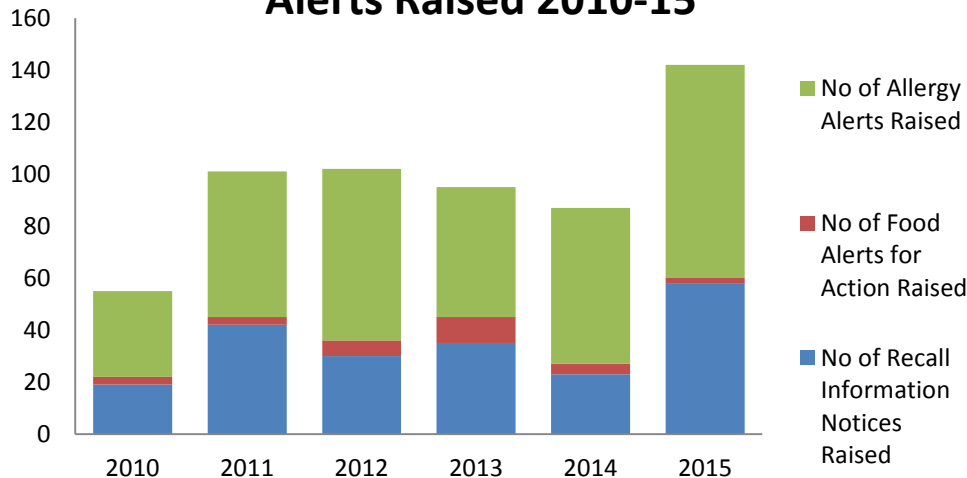
Notifications Received by UK 2010-15



RASFFs Raised by UK 2010-15



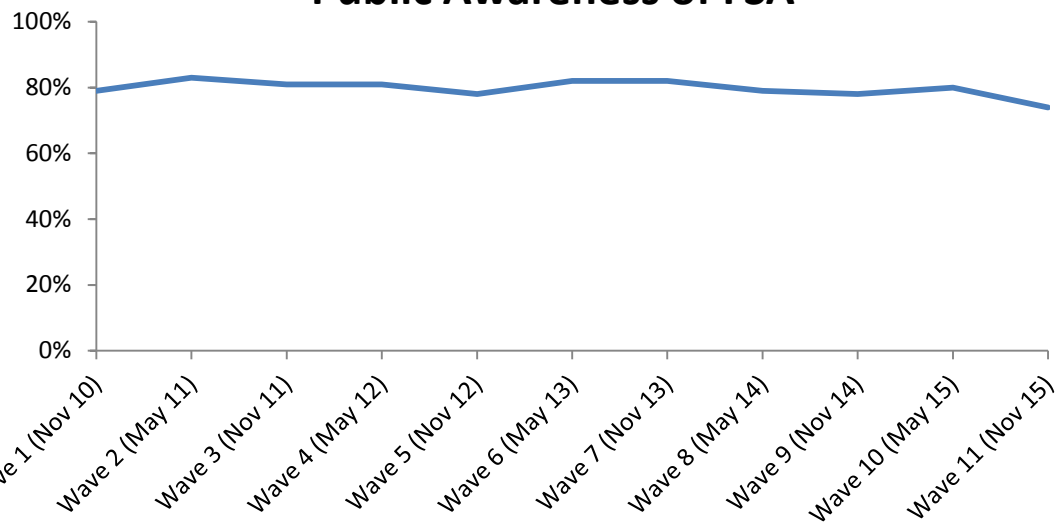
Alerts Raised 2010-15



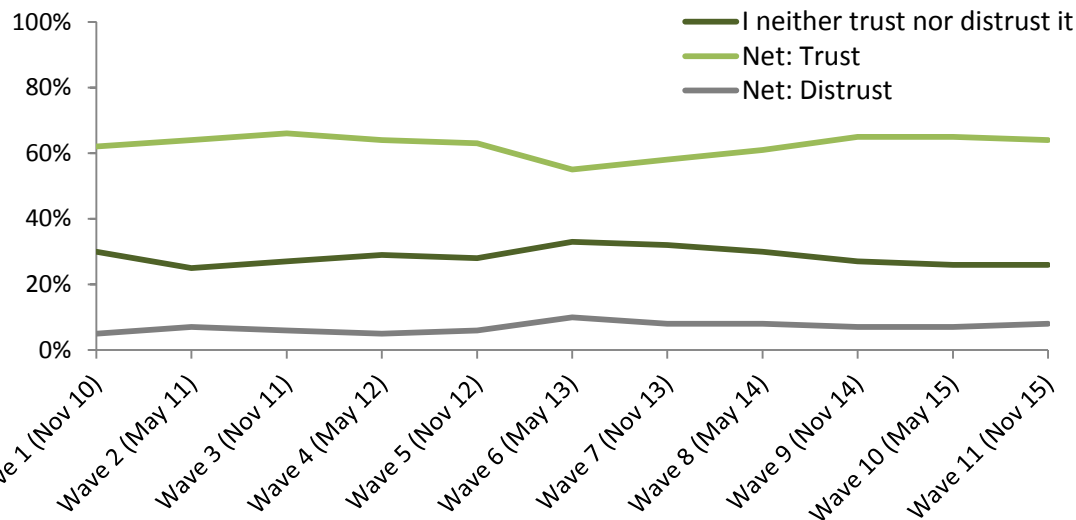
Food business operators are required, under Article 19 of European Regulation No. 178/2002, to inform the competent authorities where they have reason to believe that a foodstuff that they have imported, produced, manufactured or distributed is not in compliance with food safety requirements. In the case of the UK, the competent authorities are the Food Standards Agency and the food authorities (local and port health authorities). Food safety information is communicated between the European Commission and Member States using the Rapid Alert for Food and Feed (RASFF) system.

Level 1: Public awareness, trust and reputation of FSA

Public Awareness of FSA

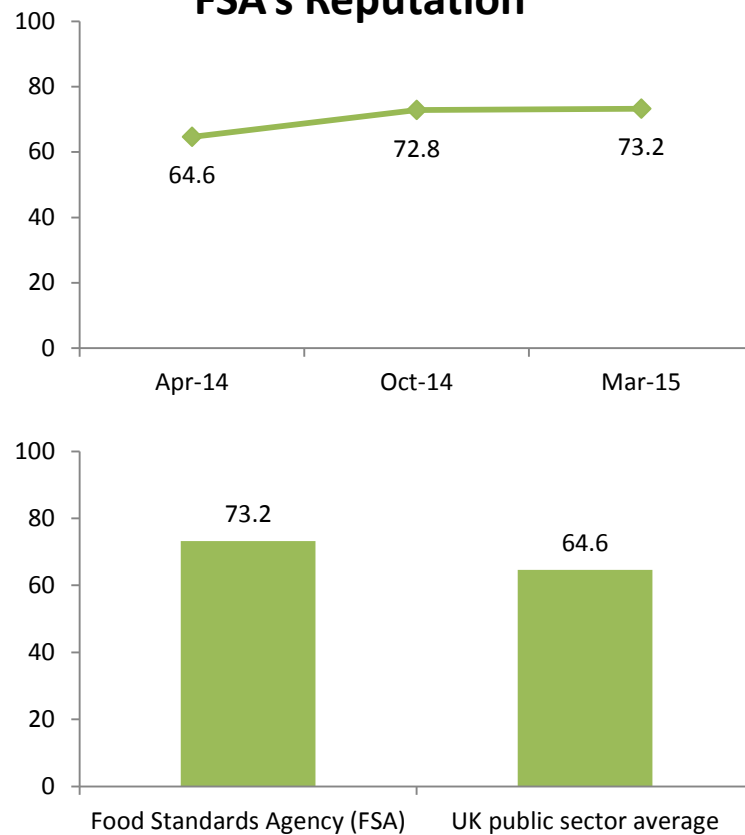


Trust in the FSA







Base: All respondents aware of the FSA, W11: England, Northern Ireland and Wales, W1-11: Weighted base (W11: 1354, W1 - W10: 737 - 1507), Unweighted base (W11: 1445 W1 - W9: 758- 1670)

FSA's Reputation



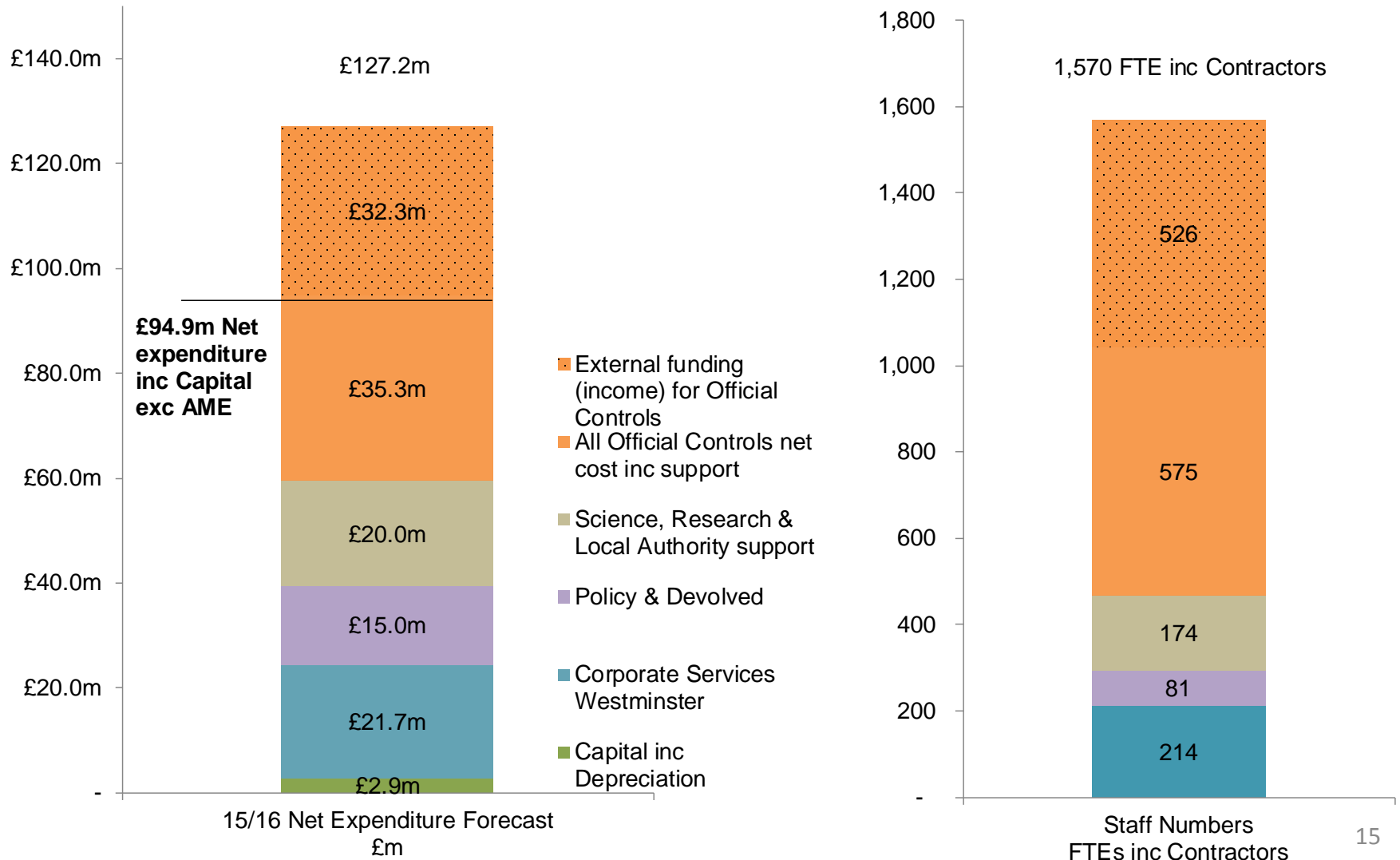
FSA's reputation continues to improve, although the rate of improvement was slower in the last five months. FSA's reputation also continues to be significantly ahead of the UK public sector average (+8.6, up from +7.5 in the last report) Trust has significantly increased from Nov 2013 – the time of the horsemeat incident. 65% of those aware of the FSA also trust the Agency to do its job – no change from the last report.

Level 2: FSA Change Portfolio Q3

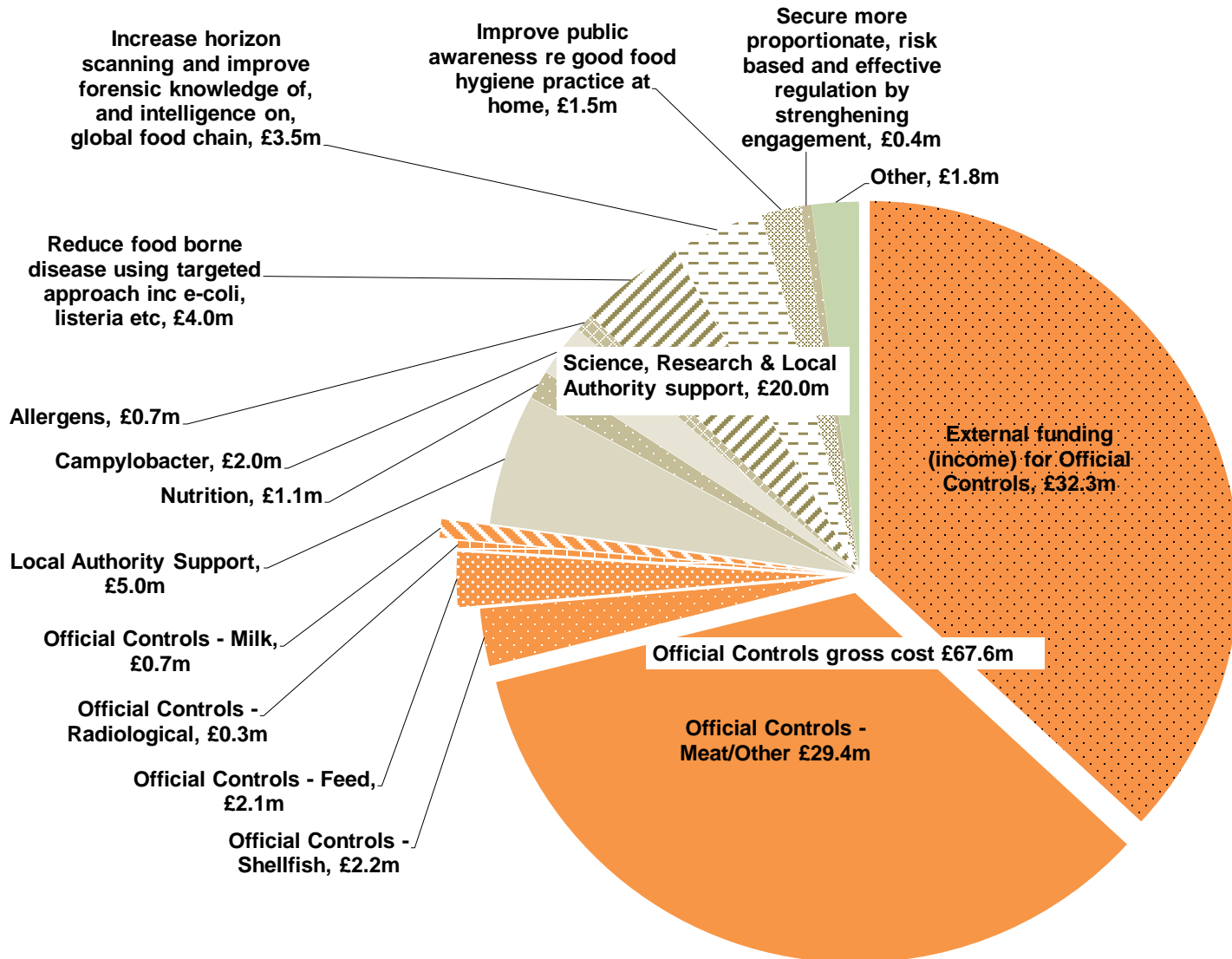
Programme	Q3 Milestones	Next steps in Q4	Delivery confidence (at 26/01/16)
Campylobacter: Delivery of 2013 refresh of strategy	Year 2 Q1 retail survey results published	Publication of year 2 Q2 retail survey results	 Unchanged
Future Delivery Models: Support capability to sustain delivery of Official Controls	Work began to identify preferred future delivery models based on applying the regulatory strategy principles. The programme was merged with the Regulatory Strategy Implementation Programme in December and is now being rescoped to take this into account.	Establish scope for revised programme and undertake Gate A review. Public stakeholder events start.	 Unchanged
Our Ways of Working: Creating a vibrant learning organisation that attracts and retains the best staff, each of whom are engaged, highly motivated to deliver, innovative, collaborative, well led, and supported with the right tools	Physical spaces strategy produced. 'Give it a go' pilot launched.	Consultation on people offer and physical spaces options	 Unchanged
Science, Evidence and Information Strategy Implementation	First wave of strategic science partnership defined and commissioned, including on data.	Programme being defined and developed ready for Gate B review in April 16.	 Improving

Following reviews by the new Director of Openness, Data, & Digital, the Portfolio Board decided to close the Information Management programme and the IT Transformation programme. A paper proposing a step change in how the FSA uses data was submitted to the Board in Q4. A new IT strategy for the FSA is under preparation and technical refresh work continues as business as usual. The Portfolio Board is to consider lessons learned reports in Q4.

Level 3: Resources used: FSA 15/16 Net expenditure (excluding AME) £m and Staffing FTEs



Level 3: Analysis of Official Controls and Science, Research & LA Support FSA



Level 3: Financial Performance: Forecast



FSA	15/16 Forecast	15/16 Budget	Var	Var	
	£m	£m	£m	%	
Northern Ireland	8.4	8.6	0.3	3%	
Wales	3.4	3.5	0.1	4%	
Westminster net RDEL inc Capital exc AME	83.1	84.5	1.4	2%	
Westminster total	85.2	94.1	8.9	9%	
- Programme expenditure	47.9	47.7			
- Programme depreciation	0.2	0.2			
- Admin expenditure	32.3	34.8	2.5	7%	
- Admin depreciation	1.7	1.5	(0.2)	(13%)	
- Resource AME	2.1	9.6	7.5	78%	
- Capital DEL	0.9	0.3	(0.6)	(223%)	

FSA is on track to meet all Government 15/16 limits

Northern Ireland and Wales are within the devolved Government limits

- Westminster Admin and Programme DEL expenditure is being managed closely to the control limits set by HM Treasury
- AME is non-controllable expenditure largely relating to pensions and cannot be switched into other budget categories.
- Capital is predominantly for IT initiatives and drives depreciation
- Capital investment and associated depreciation above budget is managed within the overall Westminster limit

Level 3: Financial Performance: YTD



FSA	15/16 Year to Date Actual	15/16 Year to Date Budget	Var	Var	
	£m	£m	£m	%	
Northern Ireland	6.0	6.1	0.1	2%	
Wales	2.3	2.6	0.2	8%	
Westminster net RDEL inc Capital exc AME	58.5	63.7	5.2	8%	
Westminster total	60.8	70.9	10.1	9%	
- Programme expenditure	33.0	35.9			
- Programme depreciation	0.1	-			
- Admin expenditure	23.9	26.5	2.6	10%	
- Admin depreciation	1.3	1.2	(0.1)	(12%)	
- Resource AME	2.3	7.2	4.9	68%	
- Capital DEL	0.3	0.1	(0.2)	(116%)	

FSA is on track to meet all Government 15/16 limits

Northern Ireland and Wales are within year to date limits

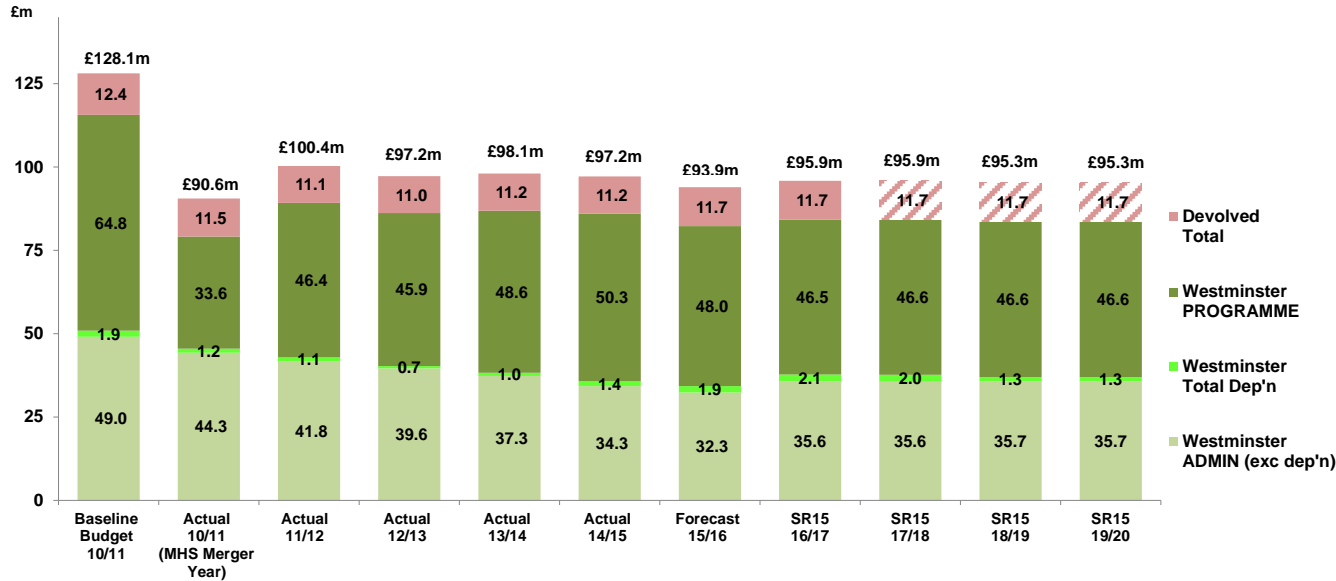
Westminster is within year to date limits.

- Westminster Programme DEL and Admin expenditure is being managed closely to the control limits set by HM Treasury
- AME is non-controllable expenditure largely relating to pensions and cannot be switched into other budget categories.
- Capital is predominantly for IT initiatives and drives depreciation
- Capital investment and associated depreciation above budget is managed within the overall Westminster limit

Level 3: Efficiency–SR 2010 Trend



FSA (England, Wales & Northern Ireland) Resource DEL (exc Capital & AME) 2010-2020



FSA has maintained 'Programme' expenditure on front line delivery.

FSA has reduced 'Admin' expenditure whilst maintaining the resources dedicated to supporting Science, Research & Local Authority support.

Devolved budgets for 17/18 to 19/20 have not been set

FSA Westminster Admin (exc Depreciation) net expenditure 2010 - 2016

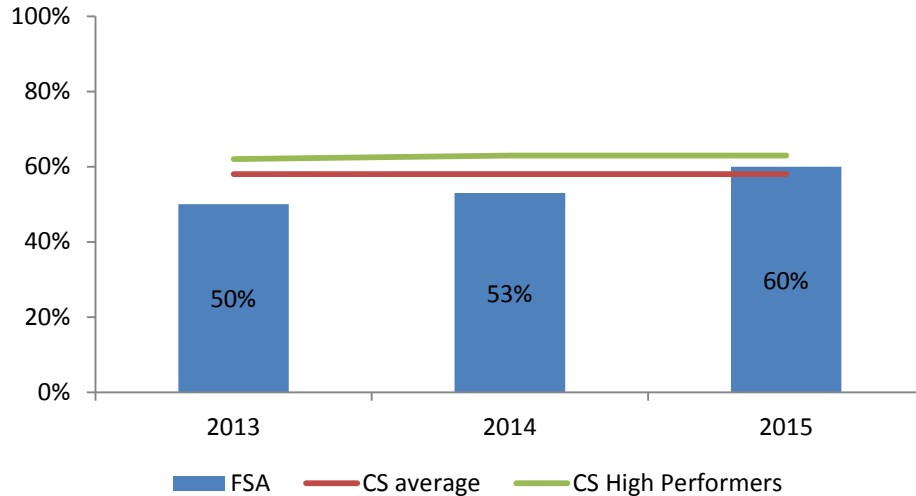


Reduced 'Admin' expenditure delivered through a reduction mainly in IT and Estates expenditure

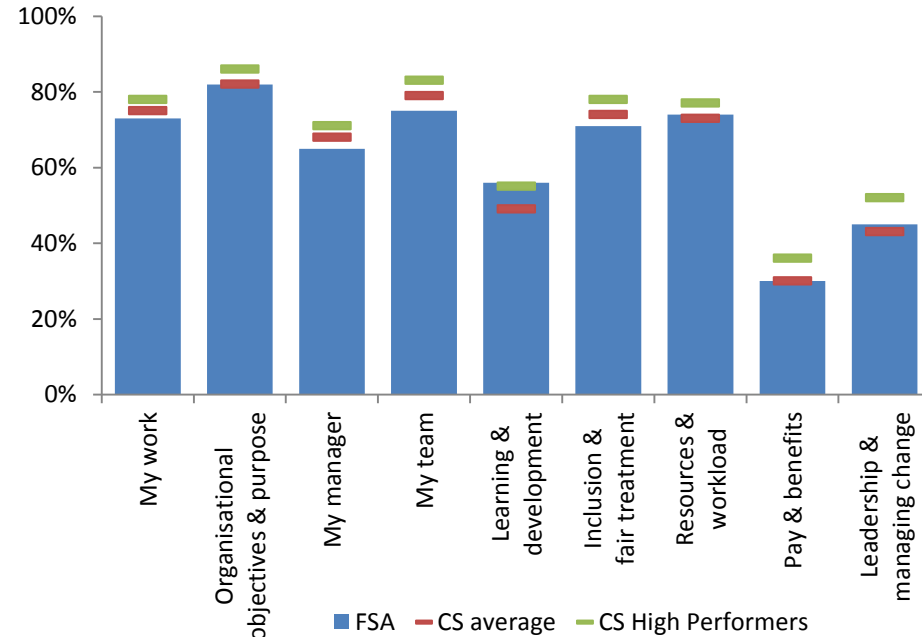
Level 2: Civil Service People Survey

We are using the Civil Service High Performer (CSHP) scores as a benchmark of high engagement, but testing and prioritising activity as a result of this survey against our strategic priorities and existing programmes, to ensure consistent messaging.

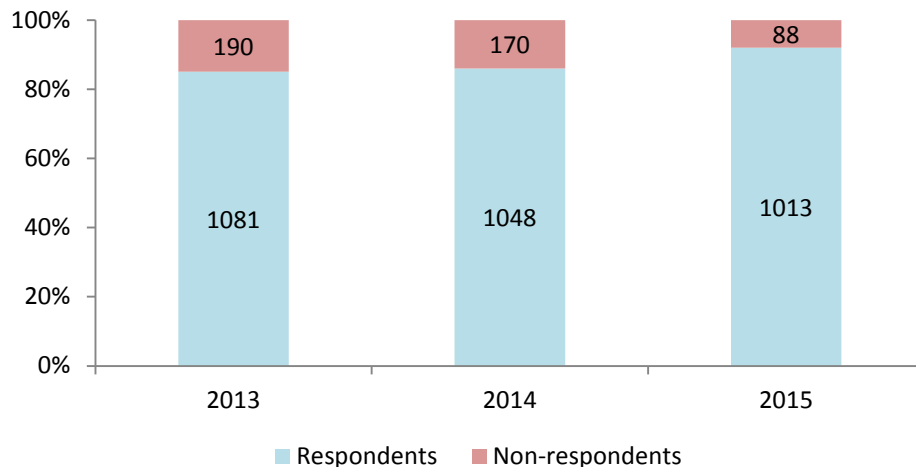
Overall Engagement Index



2015 Theme Scores



Response rates



Our People Survey scores and feedback gave cause for celebration this year, with increased scores in every area, and an uplift of 7% in our overall Engagement Score. High engagement is a key element of being the best organisation we can be, and this increase reflects the level of focus and effort put into improving employees' level of engagement with the FSA.

We are currently 3% below the overall CSHP engagement score, although exceeding the CSHP score in Learning and Development.

Detailed analysis of scores by demographic is being carried out to identify whether there are any trends indicating that a particular group's experience of working for the FSA significantly differs from the average.