

**ANNUAL REPORT OF THE ADVISORY COMMITTEE ON CONSUMER  
ENGAGEMENT (ACCE)**

**EXECUTIVE SUMMARY**

1. This paper introduces the second Annual Report to the Board of the Advisory Committee on Consumer Engagement (ACCE).
2. This paper also includes proposals for the future of the ACCE. It was agreed when the committee was established that it would be reviewed after two years.
3. The Board is asked to:
  - **note** the recommendations from the ACCE
  - **discuss** and **agree** which of the options for the future of the ACCE would be most effective

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## **ANNUAL REPORT OF THE ADVISORY COMMITTEE ON CONSUMER ENGAGEMENT (ACCE)**

### **Issue**

1. This paper introduces the second annual report of the Advisory Committee on Consumer Engagement (ACCE) to the Board. The paper also suggests options for the future of the ACCE.

### **Strategic Aims**

2. Continuous improvement to the Agency's consumer engagement strategy and the 'putting the consumer first' principle.

### **Background/Discussion**

3. The ACCE was formed in 2007 for an initial period of 2 years with an agreement that their appointments and the scope of the Committee would be reviewed after two years.
4. The Committee's role has been to review and assess the Agency's consumer engagement work and provide external challenge to the Executive on continuing to put the consumer first.
5. The ACCE's second Annual Report to the Board (attached at Annex 1) makes the following main recommendations:
  - Management action to promote best practice in engagement to staff, including further best practice workshops. We would like to see an action plan for staff development in this area.
  - An enhanced role, with additional resources, for the Regional Presence Units, to promote more effective engagement at community level
  - The draft consumer engagement strategy should, subject to some amendments, be endorsed and promoted by the Board and executive, with further work put into developing a meaningful implementation plan
6. The paper at Annex 2 has been prepared by the Consumer Engagement team which provides the Secretariat to the Committee. It sets out three options for the future of the ACCE: a refreshed ACCE; a consumer engagement forum to build on the work of the ACCE; or the abolition of the ACCE.

## **Impact**

7. This area of work supports the Agency's principle of putting the consumer first.

## **Conclusion**

8. The executive recommend that the Board should support option 3 with the ACCE developing into a broader based consumer engagement forum.
9. The executive support developing the Consumer Engagement Forum concept. The Committee does not have a single agreed view on the future options but members are concerned by the relative lack of scrutiny to date of this option compared to the original Westley Consulting report which led to the establishment of the Committee. It observes that:
  - a. The Committee's audit role is not needed every year. There is more of a case for an ongoing challenge function, although this tends to come after the event rather than shaping approaches from the outset.
  - b. It is important that there is a driver for improved and more consistent engagement. At heart this needs to come from the executive and Board, but a committee such as ACCE can be a spur to this. The Committee is not as yet confident that existing management and governance arrangements will deliver a consistent culture of high quality engagement in every part of the organisation without some external stimulus.
  - c. There is a need for good quality advice on an ad hoc basis, plus the expertise to support more innovative approaches. ACCE can provide this up to a point, but there is a case for drawing in the wider community of engagement practitioners to broaden and deepen available expertise and promote sharing of best practice between organisations.

## **Previous Board consideration**

10. The ACCE presented their first report to the Board in December 2008.

## **Board Action Required**

11. The Board is asked to:

- **note** the recommendations from the ACCE
- **discuss** and **agree** which of the options for the future of the ACCE would be most effective



## Future of the Advisory Committee on Consumer Engagement

### Discussion paper

#### Background

1. The ACCE was established by the Agency's Board in 2007. It was given the remit to:
  - Review and assess the Agency's day-to-day consumer engagement activities
  - Advise the FSA on best practice in consumer engagement, drawing on experience within the Agency and outside it;
  - Provide expert guidance to the Board or Executive on request on any other consumer engagement issues; and
  - Prepare and submit to the Board an Annual Report on the performance of consumer engagement covering the above issues.
2. The remit reflected the Agency's desire to place a greater emphasis on direct engagement with consumers. It was felt that this was an important addition to working with consumer stakeholder organisations. It was agreed that the role of the ACCE would be reviewed after two years.

#### The work of the ACCE

3. The ACCE has met between three and four times each year, typically for about half a day. In the first year small working groups held meetings with senior managers to establish how the Agency functioned and the position occupied by consumer engagement in policy development.
4. The Committee's first Annual Report to the Board (December 2008) made a number of recommendations to improve and develop a more consistent application of consumer engagement across the Agency. Progress on these recommendations is covered in the ACCE's second annual report.

5. During 2009 and 2010 the Committee has focused on taking a closer look at specific areas of the Agency's work, with the aim of bringing the ACCE closer to policy teams and to facilitate the sharing of good practice. This approach allowed the ACCE to explore consumer engagement in areas such as the development of the strategic plan, food safety and listeria and the work of our regional presence units. Again the annual report to the Board covers the ACCE's assessment of its work in these areas.
  
6. A successful workshop was run highlighting best practice in consumer engagement in the private and public sector. The workshop provided a good demonstration of how understanding the consumer is essential in the successful development of either a policy or a product. The ACCE Members who worked on this were instrumental in sourcing presenters with the material and content that was relevant for the Agency's audience.

#### Evaluation of the ACCE

7. The Secretariat has considered the effectiveness of the ACCE against three criteria:
  - Promoting consumer engagement
  - Reviewing and assessing consumer engagement
  - Advising on best practice and providing guidance

#### Promoting consumer engagement

8. While promoting consumer engagement was not specifically in the ACCE's remit it has been a positive aspect of its work. The Agency has been developing a more sophisticated approach to consumer engagement over recent years, building an understanding of where engagement fits alongside social science and how it can support effective policy-making.

9. The ACCE has helped in raising the profile of consumer engagement in the Agency and has contributed to policy work closely linked to the Agency's priorities. The consumer engagement aspect of the forthcoming GM dialogue, alongside the social science input, demonstrates the increased value and recognition that Consumer Engagement now has. The ACCE has been valuable in positioning consumer engagement in the Agency and helping to make the evidence gained from Consumer Engagement credible.

#### Reviewing and assessing consumer engagement

10. The ACCE has regularly provided challenge on the Agency's approach to consumer engagement, both on individual policy areas and the overall approach and attitude of the Agency. This has helped highlight gaps in the consumer engagement strategy and provided recommendations to strengthen the way in which the Agency moves forward its consumer engagement work.

#### Advising on best practice and providing guidance

11. The Agency's level of insight into what is taking place across the public and private sectors has not been strengthened as much as we anticipated it would be when the ACCE was established. Members have a breadth of knowledge, experience and expertise in areas including marketing, governance, consumer advocacy and customer service. However, the area of consumer engagement is constantly developing and we want to ensure that we are aware and have access to the latest design, delivery and methodologies that are being employed by other regulators, public sector bodies and the private sector.

#### Options for the future

12. It was agreed that the ACCE would be reviewed after two years. During this period our approach to consumer engagement has developed. The Agency has also put in place a more structured approach to social science, including establishing a scientific committee. This area has a close interface with

consumer engagement work. As we begin to implement the new strategic plan, it is a good time to consider our future need for external involvement in relation to consumer engagement.

13. Three options for the future of the ACCE were developed by the consumer engagement team.

- Abolition of ACCE, with the development of consumer engagement reverting to executive management
- Continuation of the ACCE in current remit but with refresh of membership and a review of its terms of reference
- Development of a Consumer Engagement Forum. This would be a broader forum involving FSA staff and board members, stakeholders, suppliers and other public bodies to provide feedback and share plans on consumer engagement activity.

14. These options have been assessed against three criteria reflecting the principal roles which are within the ACCE's remit: identifying and sharing best practice; providing assessment and challenge; offering day-to-day help, support and advice. Initial thought has also been given to the implications for time and cost to the Agency. The analysis of the three options is set out below.

15. The executive support developing the Consumer Engagement Forum concept. The Committee does not have a single agreed view on the future options but members are concerned by the relative lack of scrutiny to date of this option compared to the original Westley Consulting report which led to the establishment of the Committee. It observes that:

- a. The Committee's audit role is not needed every year. There is more of a case for an ongoing challenge function, although this tends to come after the event rather than shaping approaches from the outset
- b. It is important that there is a driver for improved and more consistent engagement. At heart this needs to come from the executive and Board, but a committee such as ACCE can be a spur to this. The

Committee is not as yet confident that existing management and governance arrangements will deliver a consistent culture of high quality engagement in every part of the organisation without some external stimulus

- c. There is a need for good quality advice on an ad hoc basis, plus the expertise to support more innovative approaches. ACCE can provide this up to a point, but there is a case for drawing in the wider community of engagement practitioners to broaden and deepen available expertise and promote sharing of best practice between organisations.

Option	Summary	Best practice	Challenge	Help and support	Resources
Abolition	As the Agency's approach to consumer engagement has matured there is no need for external scrutiny or support	Consumer engagement team to develop fresh thinking through scrutiny of the work of others and drawing on experience of external contacts	Scrutiny and challenge of our consumer engagement work would come from line management processes, our internal audit processes or external benchmarking reports (eg Consumer Focus's Rating the Regulators)	Consumer engagement team already provides help and support to policy teams. The team would bring in additional help and support from occasional use of consultants if required	Reduced demand on executive's time and no additional costs
Refreshed ACCE	ACCE has now built up a good understanding of the Agency's work and is keen to develop this further. We would anticipate some changes to membership and a review of the Terms of Reference, particularly to consider broader issues around consumer communications	ACCE would continue to provide suggestions on best practice, building on examples such as the successful consumer engagement workshop run in AVH in 2009.	Existing role to challenge the work of the Agency, acting as a critical friend, would continue. ACCE would welcome the scope to address these remarks to a broader sphere of senior management, not only the consumer engagement team	Continuing role to provide advice and support on handling of particular policy issues	ACCE has had a budget of £30,000 in 2008/09 and £20,000 in 2009/10 (principally fees and travel costs for ACCE members). Executive resource required to provide secretariat for three meetings a year.
Consumer engagement forum	A forum bringing together FSA staff and board members, stakeholders, engagement practitioners, OGDs and consumers (similar to the Better Regulation Advisory Group). Would meet twice a year for presentations and discussion on consumer engagement. Scope to be developed by a small Steering Group with some ACCE members involved in the Steering Group	Forum would use presentations from other organisations and practitioners to highlight best practice. Would provide a broader platform to allow other members of FSA staff to hear about consumer engagement work.	FSA would present its own work on consumer engagement as part of the Forum, allowing it to be scrutinised. Additional challenge would be from line management, internal audit or external review, as with option 1	Forum would provide a broader-based environment for testing ideas and future plans	Room hire and catering costs for two forums a year likely to be in the region of £25,000 (estimate). Executive time required to arrange and promote forum meetings, and meetings of the Steering Group.

**Advisory Committee on Consumer Engagement:  
Report to the Food Standards Agency Board**

**March, 2010**



**FOOD  
STANDARDS  
AGENCY**

## **Annual Report of the Advisory Committee on Consumer Engagement 2009/10**

1. Executive summary
2. Background
3. Consumer engagement across the Agency
4. Consumer engagement on particular issues
5. Consumer engagement strategy 2010 -2015
6. The future of the ACCE

Annex A        Progress on implementing 2008 recommendations

Annex B        Report on Regional Presence Units

Annex C        Draft consumer engagement strategy

Annex D        Members of the ACCE

## 1. Executive summary

1. This is the second report of the Advisory Committee on Consumer Engagement.
2. Our first report, in December 2008, led to tangible action by the FSA executive. We welcome these steps, which are set out in Annex A.
3. We said in our first report that there were frequent examples of good practice in the Agency but that overall performance on consumer engagement was patchy; we still think this. The Agency is better than many other regulators in terms of engagement, but it should not become complacent – there is scope to go significantly further in making effective engagement a consistent part of working practices right across the organisation.
4. It is for this reason that we focused on the design and delivery of a good practice workshop for staff. This was well-received, had welcome buy-in from the chief executive and has prompted further action from the executive team. However we cannot confidently say that this will resolve the patchiness issue, without ongoing effort and demonstrable leadership on engagement from the Board and top team.
5. One area of concern to us in our first report was the apparent lack of consumer engagement in the creation of the FSA strategic plan. We were pleased to find that consumers were subsequently engaged through deliberative forums. There is further scope for innovation in terms of consumer engagement in strategic planning, but this approach still deserves credit.
6. During the year we examined the Regional Presence Units, which appear to us to represent a creative and effective way of approaching engagement at community level. Even against the backdrop of constrained resources, we are surprised that the Agency has put investment in this area on hold.
7. The organisation experienced major change this year and for understandable reasons this hampered delivery of our planned work programme. We offered advice on a number of topics, but are aware of further aspects of engagement where we were not involved; this was the cause of some frustration amongst members. Some planned areas of work were dropped because of organisational changes. Perhaps our most substantial contribution concerned advice on the establishment of the consultation on GM food.
8. It is right that the Agency reviews the ACCE model and our effectiveness after two years of operation, although we are concerned that this is perhaps being done in a less rigorous way than the Westley Consulting report which led to the establishment of the Committee. The Committee does not have a single agreed view on the proposals for change being made by the executive, though we do consider – as the proposals acknowledge – that they need further working up.

9. Our audit role is certainly not needed every year, although there is more of a case for an ongoing challenge function. It is important that there is a driver for improved and more consistent engagement. At heart this needs to come from the executive and Board, but a committee such as ours can be a spur to this. We are not yet confident that existing management and governance arrangements will deliver a consistent culture of high quality engagement in every part of the organisation without some external stimulus.
10. One possibility would be for a specified member of the Board to act as a 'consumer champion' and the liaison point with any new Committee, while not undermining the point that each Board member has a responsibility with regard to consumer engagement.
11. There is a need for good quality advice on an ad hoc basis, plus the expertise to support more innovative approaches. ACCE can provide this up to a point, but there is a case for drawing in the wider community of engagement practitioners.

## 2. Background

12. The Advisory Committee on Consumer Engagement (ACCE) was formally established on 22 January 2008. The purpose of the Committee is to review and assess the Agency's consumer engagement work and to provide external assurance to the Board that the Agency's consumer engagement is following good practice.
13. The remit of the ACCE is to:
- Review and assess the Agency's day-to-day consumer engagement activities<sup>1</sup>
  - Advise the FSA on best practice in consumer engagement, drawing on experience within the Agency and outside it
  - Provide expert guidance to the Board or Executive on request on any other consumer engagement issues
  - Prepare and submit to the Board an Annual Report on the performance of consumer engagement covering the above issues.
14. The Committee's work reflected the view of the then Board and executive team that consumer engagement should be at the heart of how a consumer-facing regulator operates. This came in the context of a changing environment for public bodies more generally, in which openness, insight into consumers and meaningful public engagement were increasingly expected to be standard practice. Effective consumer engagement should enable FSA to:
- Focus on the right issues
  - Develop better policy solutions
  - Achieve greater impact through a more sophisticated understanding of the diversity of consumer attitudes and behaviour, in particular how they vary by age, race, gender, region or socio-economic setting
  - Communicate more effectively with communities and individuals.
15. This is the second report that the Committee has submitted to the Board; our first report was discussed at the December 2008 Board Meeting. That report focused particularly on the assessment of the Agency's processes on consumer engagement and made a number of recommendations, predominantly for the Agency's executive team. The Secretariat to the Committee has advised us on progress in addressing these recommendations (annex A).
16. This year, we have focused on the second and third areas of our remit.
17. Three formal meetings were held this year and various policy officials gave presentations on their work as it related to consumer engagement.

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<sup>1</sup> We interpret this to mean examining the process of consumer engagement, the engagement methods used, the clarity of the objectives and the impact on policy development.

18. Small working groups were used to provide an opportunity for Committee Members to be more involved in the development of consumer engagement strategies as they were developed. We consider that we can often have greatest impact by meeting relevant policy teams before consumer engagement plans are finalised.
19. In Section 3, we consider issues relating to consumer engagement across the Agency, including the development of the Strategic Plan 2010–2015. As we indicated in our first report, the Committee considers that this is a challenging but critically important area for high quality consumer engagement. We also outline our analysis of the work of the Regional Presence Units (RPU) in enabling engagement at community level, and set out recommendations resulting from this, and set out our work to encourage best practice throughout the organisation.
20. Section 4 details our work on particular topic areas, including the major engagement exercise on GM food. We draw attention to the challenges we experienced in achieving impact with policy teams, as a result at least in part of the major change experienced in the Agency over the past few months.
21. The Committee has also considered a draft of the Agency's consumer engagement strategy for 2010-15; our comments are included at Section 5.
22. Finally, we are aware that the initial period for the Committee's work is about to expire, and the Agency is quite properly reviewing whether to continue with this model or take another approach. We offer our perspective in Section 6.

### **3. Consumer engagement across the Agency**

23. The Committee considered the extent to which the Agency has effectively engaged consumers in its strategic planning processes, and examined the work of the Regional Presence Units. We also designed and delivered a workshop on best practice in engagement. A description of this cross-cutting work is set out below, along with our recommendations.

#### **Consumer engagement in the Agency's Strategic Plan**

24. One area of concern to us in our first report was the creation of the FSA Strategic Plan and the apparent lack of consumer engagement in this process.

25. We were pleased to find that consumers were subsequently engaged through deliberative forums. This did not appear to represent a transformation of the strategic planning process, instead being an addition to the already-planned way of doing things, and it appeared that this was driven largely by the Consumer Team rather than the Strategy Team. This is not unusual; our analysis was really about the opportunity for the Agency to establish a new way of doing things, which would set a new standard for other regulators to aspire to.

26. There is therefore still scope for a more radical approach in future processes, not least as a way of signalling the extent to which consumer engagement forms a key part of the culture and working style of the Agency. However this approach still deserves much credit and we believe it had a positive impact on the published Strategy.

#### **Regional Presence Units**

27. The Committee also considers that effective consumer engagement can be enabled by collaboration with community and interest organisations at local level. The Agency's approach at least in part reflects this, and so this year we examined the work of the Regional Presence Units (RPU). We had a presentation from the Head of the Units on their work and particularly their interaction with community groups. Two Committee members then undertook a more detailed review, looking at the extent to which the RPUs could be used as one means for ensuring the FSA is truly connected and listening to consumers, community groups, voluntary organisations and other public sector organisations throughout the regions of England. Their report to the Committee is attached at Annex B.

28. Our key recommendations in this area are:

- The FSA should consider expanding the RPU structure, with additional resources
- In doing this, RPUs' aims and objectives should be fully aligned with those of FSA corporate objectives
- The RPUs should have the resources and autonomy to operate effectively within their own areas

- Processes and culture should support structured two-way communication between the Agency and the Units, to shape strategy, policy and delivery.
- An expanded structure should be a catalyst for real engagement on all aspects of the agency's work, from strategic planning to delivery. This is not about the RPU's communicating centrally-determined priorities and messages.

### **Good practice workshop**

29. In light of our conclusion, set out in last year's report to the Board, that the practice of consumer engagement across the Agency is patchy, we agreed with the FSA that it would be helpful to run a workshop for staff. This aimed to showcase best practice inside and outside the Agency, and demonstrate how good engagement can add value. There were two external speakers, one from industry and one working on behalf of the Financial Services Authority, along with a FSA Scotland colleague. Critically, the FSA Chief Executive gave his personal support for the event and took part in the discussion.
30. The workshop was well attended by Agency colleagues and it provided good examples of how and what other organisations do to develop their consumer or customer insights.
31. The Committee would like to ensure that the Agency builds on the lessons learnt from the workshop and therefore would not want it to be a one-off or a tick box exercise. The secretariat have therefore committed to exploring integrating the lessons and the useful tips and advice into the new 'Excellence in Policy Making' programme that is being rolled out across the Agency. We recommend that further best practice workshops are held too, with continuing Chief Executive support, and that a wider action plan for staff development in engagement is produced and implemented.

#### **4. Consumer engagement on particular issues**

32. We also examined the effectiveness of engagement in a small number of policy issues, working in small sub-groups of the Committee. Key areas of work were GM food and food safety and listeria.

#### **GM dialogue**

33. The sub-group on this important and large scale piece of consumer engagement were able to meet with the policy lead before any firm arrangements were in place for taking this forward.
34. The sub group members encouraged the Agency to be open and transparent about the project and were also supportive of the plans to set up an independent Steering Group. The Chair of the Committee contributed to the structure of the independent Steering Group.
35. The sub group emphasised the need to structure the dialogue with the public with an approach that ensured the lessons learnt were practical. The need for some parts of the dialogue to be replicable was also discussed.
36. The full Committee have had the opportunity to comment at various stages in the development of this project, with regular updates at their meetings. More recently the Committee submitted detailed comments on the 'Invitation to Tender' draft brief that sets out the dialogue approach that is expected.

#### **Food safety and listeria**

37. The Committee acknowledged the complexity of the issue but encouraged the Agency to 'keep digging' to understand the attitude supporting the behaviour within some older people.
38. There was concern that the over-60s are not a homogenous group and that segmentation would be essential to be effective. Various routes to engaging older people were suggested including working with carers of old people.
39. Advice was also received regarding partner organisations and some of the pitfalls that government departments can inadvertently fall into. Having a very clear message on what the Agency wanted them to do in regard to relaying messages and actions with their client group could not be over-estimated. Not having a clear message for specific consumer groups could be a reason why the Agency was reporting only partial success with getting the information to the relevant consumers.

#### **Other work**

40. The Agency had asked the Committee to examine some other areas, such as nutritional information at catering outlets and red meat. In the end, the

Committee did not have the opportunity to work in these or alternative areas; this was the cause of some frustration amongst members.

41. **Nutritional information at catering outlets:** Wider scale consumer research has taken place over the last year and the policy team responsible for this work have been working closely with the Social Science team. All the research in this area has been evaluated and has come under the scope of the Social Science committee. To date, other consumer engagement work has not been progressed.
42. **Red Meat:** It had originally been anticipated that we would be putting in place consumer engagement to help understand consumer attitudes to red meat consumption and related health challenges. In the event, it has taken longer to clarify the issues emerging from the Scientific Advisory Committee on Nutrition's analysis of the interaction between red meat, iron levels and health.
43. Our work has been affected to some extent by major changes within the Agency, not least the loss of personnel with whom relationships had been established in our first year. Where the policy drivers have been clear and the Committee have had an opportunity to comment at an early stage, the added value is apparent. Where the policy has been significantly determined and consumer engagement or consumer research has already taken place, the added value is less substantial and harder to establish.
44. The Committee therefore would recommend that for any future work, whether through the Committee or a successor body, more effort is put into planning and ascertaining what the consumer engagement policy needs are and where efforts should be concentrated.

## **5. Consumer engagement strategy 2010-15**

45. Following completion of the Agency's strategic plan 2010-15, the consumer engagement team has begun work on a consumer engagement strategy to support delivery of the strategic plan. A draft of this (Annex C) was shared with the Committee at our January meeting.
46. The Committee welcomes the development of a consumer engagement strategy and would like to see its explicit endorsement by the Board and executive team. We support the vast majority of the content. Our main concern is one of implementation – the draft Strategy is very ambitious in its aspirations, and while we would be delighted to see it translated into the workplans and working practices of the rest of the Agency, we are not yet persuaded that this will happen.
47. We would like to see an explicit statement that the FSA does not assume knowledge of consumers' interests; consumers need to be engaged in shaping the agenda, not just responding to policy concerns. We would also like to see more explicit reference to the broader issues around healthy eating, such as food production and sustainability, and to the effectiveness of partnership working with the Regional Presence Units to engage consumers better.
48. Finally, the challenges around changing consumer behaviour on healthy eating are complex. We consider there is a role for consumer engagement to help unpick issues such as confusion around how to eat healthily, the barriers to being able to do it and the reasons people find not to do it
49. The consumer engagement team is considering our comments. The final document will form part of the Agency's work on the communications strategy which supports delivery of the strategic plan.

## 6. Future of the ACCE

50. The Committee has considered the paper prepared by the Secretariat on future options for the ACCE. It is right that the Agency reviews the ACCE model and our effectiveness after two years of operation. The Committee does not have a single agreed view on the proposals for change being made by the executive, though we do consider that the Consumer Engagement Forum concept would benefit from further work. ACCE was established after a detailed review by Westley Consulting and we consider it important that any changes now are the product of similarly thorough consideration.
51. Looking at the different aspects of our role and remit, we would make the following observations:
- a. The Committee's audit role is certainly not needed every year, although there is more of a case for an ongoing challenge function. The limitation which should be acknowledged is that this tends to come after the event, rather than being about shaping approaches from the outset
  - b. It is important that there is a driver for improved and more consistent engagement. At heart this needs to come from the executive and Board, but a committee such as ACCE can be a spur to this. We are not as yet confident that existing management and governance arrangements will deliver a consistent culture of high quality engagement in every part of the organisation without some external stimulus
  - c. There is a need for good quality advice on an ad hoc basis, plus the expertise to support more innovative approaches. ACCE can provide this up to a point, but there is a case for drawing in the wider community of engagement practitioners to broaden and deepen available expertise and promote sharing of best practice between organisations.
52. The Committee's members have built up over the last two years a considerable amount of knowledge of the FSA and its ways of working. We therefore welcome the proposal that if a new Forum is established to replace ACEE some Committee members should transfer to the new body to provide a measure of continuity.
53. We are pleased to have played our part in prompting and enabling the Agency to develop the breadth and depth of its consumer engagement. The most critical thing now is that the Board and executive build on the momentum that we have helped create and put their weight behind embedding the consumer engagement strategy in every part of the organisation.
54. One possibility would be for a specified member of the Board to act as a 'consumer champion' and the liaison point with any new Committee, while not undermining the point that each Board member has a responsibility in terms of consumer engagement.

55. The Agency has the opportunity to set the standard for all regulators and other public bodies in terms of consumer engagement; we trust it will take this.

## Annex A

### Progress on implementing 2008 recommendations

ACCE Recommendations	Response	Action
<p><b>1–The Consumer Engagement Team is to keep a log of all of the Agency’s consumer engagement activity</b></p>	<p>Accepted</p>	<ul style="list-style-type: none"> <li>• This recommendation was accepted and the Agency has been working with policy teams to record their consumer engagement activities in a more structured way.</li> <li>• There was also a call for more evaluation of consumer engagement to be carried out and for the Agency to raise the profile of successful engagements that take place. The consumer engagement team are developing an evaluation framework to be completed after consumer engagement activities have been accomplished.</li> <li>• In raising the profile and demonstrating the benefits of good consumer engagement the Agency worked with members of the Committee in developing a ‘showcase’ workshop of how good consumer engagement (across the public &amp; private sector) enhances policy making. There were a range of speakers from Premier Foods, Aegon, FSA Scotland and FSA London sharing experiences and demonstrating the benefits of good consumer engagement to enhance policymaking.</li> </ul>
<p><b>2 – Assess corporate spend on consumer engagement and detail the spend on disadvantaged and vulnerable consumers</b></p>	<p>Accepted</p>	<ul style="list-style-type: none"> <li>• A framework for evaluating consumer engagement is in the process of being developed and this has been discussed with the committee. The framework will also examine the extent to which vulnerable and disadvantaged consumers were engaged with and how their contributions have been used by policy teams.</li> <li>• The actual spend on consumer engagement is being analysed. The budget allocated through the consumer engagement team is £200,000 and there is an additional sum that is spent by other teams that will be finalised at the end of the financial year.</li> </ul>
<p><b>3 – Create a template for EMB and Board Papers to demonstrate what consumer engagement has taken place, who has been involved and what the outcome was</b></p>	<p>Accepted</p>	<ul style="list-style-type: none"> <li>• A report template has been developed. The templates will be used either as an annexe or an additional section to relevant Board Papers or other policy documents.</li> <li>• External Affairs and Consumer Engagement worked with the corporate strategy team on implementing this and have made an effort</li> </ul>

		to align it with other core requirements i.e. sustainability.
<b>4 &amp; 5 - Vulnerable &amp; Disadvantaged Consumers: Work more collaboratively with civic society organisations and improve evaluation of engagement with vulnerable &amp; disadvantaged consumers</b>	Accepted	<ul style="list-style-type: none"> <li>• The established principle that the Agency works to, is that we assess each policy and determine the consumers that may be either disadvantaged or vulnerable in relation to the policy being developed.</li> <li>• On specific policy projects using the Citizens Forums we have recruited participants with specific care being made to the consumers that could be disadvantaged or vulnerable in relation to the policy being developed.</li> </ul>
<b>6 – Review HR functions and make consumer engagement integral to all staff performance appraisal systems</b>	Accepted	<ul style="list-style-type: none"> <li>• The recommendation was accepted but on reviewing our HR framework it was felt it does not need to be a part of all staff appraisals and therefore not necessary for every member of staff to have an active role in consumer engagement.</li> <li>• The performance management system ensures that all staff contribute to the strategic aims of the Agency. As the Agency's core value is to put the consumer first, all staff are essentially working to that aim.</li> <li>• The induction programme was refreshed and consumer engagement had a more prominent feature.</li> </ul>

## **Annex B**

### **Report on Regional Presence Units**

#### **FSA Regional Presence Units**

This paper is prepared by members of the Advisory Committee on Consumer Engagement, as part of its assessment of some aspects of the work of the Food Standards Agency.

It sets out a snapshot of how well the FSA's partnership work through its Regional Presence Units (RPU's) is working, and how well it is engaging with consumers at a local level. As a next step, we would advise that the FSA should undertake further detailed research to develop the recommendations made.

It is based on a literature review and the opinions of those we have spoken to in different parts of the country both in RPU's and in partner organisations. It is also informed by our own experience of engagement in urban and rural communities, and of the various partner and community networks relevant to the FSA's work.

With that experience comes the belief that organisations need to work with people rather than above people, and that they ought to recognise what they are good at, and what others are better at. They also need to listen as well as to speak if they are to achieve their objectives.

#### **Background**

The RPU's, based in Government Offices were established in 2006. They were intended to strengthen links regionally and locally to embed FSA messages and to deliver strategic targets on food safety, dietary health and choice at a local level.

Two FSA staff were then placed in each of four of the nine English regions to work alongside other government departments. However, plans for the development of this work appear to have been curtailed and there are no plans for further growth in this area.

From April 2009, rather than extend this to the remaining regions, the original teams were then each paired with a second region and tasked with extending their work:

#### **Regional Teams of 2 (from July 06)**

#### **From 1/4/09 Covering:**

North West

North East

East Midlands

Yorkshire & The Humber

South East

East of England

South West  
Central team

West Midlands  
London

These regions, out with London, cover a population of approximately 43 million people ([www.trueknowledge.com](http://www.trueknowledge.com)).

## **Budget**

The budget for the entire Regional Unit and its programme is £800,000. This equates to 0.8% of the FSA's total annual budget of £96.85m excluding the Meat Hygiene Service.

## **What's been achieved by the RPUs?**

We understand that the underlying operational model is to develop partnerships with statutory and other bodies, so that they become "intermediaries" for the FSA and its mission. The exact meaning of this term however is open to question. Those targeted as partners include:

- Local Authorities
- Primary Care Trusts
- Regional Dept of Health, Defra at GOs
- Regional Development Agencies
- Food industry groups
- Food retailers and restaurants
- Consumer and voluntary groups

The RPUs are said to be just part of the FSA's wider activity to strengthen partnership working. The Units not only focus on improving Agency links with key organisations in the region, but also aim to build links with local non statutory bodies with a food and health remit to improve local "collaborative working". Initiatives have included:

- Creating regional food liaison groups with local authority EHOs and TSOs to help improve communication and consistency.
- Providing regional Update Days for enforcement officers, with over 500 delegates attending the 2008 briefing sessions, which were run in partnership with Lacors.
- Delivering County Partnership Events bringing together local organisations with a shared food and health remit to encourage more effective collaboration.
- Hosting events or workshops for local food businesses in conjunction with regional trade associations and local authorities to discuss key food safety, labelling and healthy eating topics.

## **Achieving engagement:**

A survey of the RPUs was undertaken by the University of Birmingham, and was published in 2008. It concluded that in the four areas where there was a RPU, there

were better relationships between the FSA and statutory partners, with improved understanding and developing partnerships, compared with areas where there was at that time no regional presence.

The RPUs appear to have been instrumental in the very introduction of LAs and PCTs as partners in achieving the FSA's objectives. It is felt that the FSA has been slow to recognise that LAs in particular are key in delivering the FSA public health objective, as opposed to its enforcement function. The RPUs contribution in this regard seems to have been an important one, even though not all LAs are yet eager to take on a role beyond enforcement. (There is concern that within the present economic climate LA budgetary constraints will be a further brake on progress here.)

Strategic interventions to raise the profile of food safety and healthy choices issues have formed the basis of much regional work to date, and with considerable success.

County or city based conferences, which bring together practitioners from a range of stakeholders involved with food, appear to have been an effective method. In the South West seven such conferences have been held in 3 years.

The value of familiarising fellow professionals with each other's initiatives and available resources was considered to be beginning to prove itself in a very tangible way.

Some targeted work with those considered "hard to reach" had also been undertaken, for example, with excluded youth groups and with those with learning difficulties. However, measuring the effectiveness of this work is difficult with limited resources.

An example of good practice involved an RPU working with the 27 Healthy Living Centres in the NW, who were able to support the Saturated Fat campaign through their networks.

Equally, RPUs have been able to provide important feedback to FSA national teams on promotional strategies and to develop their own ideas, in some cases. In the SW they fed back the perspective of some minority ethnic groups on the Eatwell Plate, for example, which had failed to include relevant community foods. They also invented the highly popular Eatwell Tray (11,000 sold) and have developed useful video material, which promotes FSA healthy choices.

Over time it is felt that local partners are gradually coming to understand more about the FSA and how they can use its knowledge and resources. There is some tapping into local SME and voluntary sector networks, although this is resource intensive and our impression is that this is in its very early stages – the aspiration is there nonetheless.

The Birmingham study certainly indicated that more statutory agencies felt that they had a relationship with the FSA, in areas where there was an RPU, than in areas where there was no such presence. However this was regarded by many as "developing", indicating scope for greater potential to be realised. For local partners,

the RPU's work was helpful in understanding the FSA's priorities and enabled them to incorporate these into their own planning.

It is also clear from the Birmingham study, as well as to those we spoke to, that the FSA is seen as having an authoritarian culture, which favours the "big stick" approach. Even statutory bodies felt less than engaged or involved with the strategic planning and prioritising of the agency and felt that they were simply consulted after the major decisions had been taken on these things. As one person suggested, a common view is that "we are sometimes consulted on the how, but not on the what".

As the Birmingham study suggested, the ability of the RPU officers to connect with local and regional issues, thereby mitigating what might be termed 'the Whitehall effect', was one of the most attractive aspects of the RPU model, but one, which is far from fully realised at the present time.

Working with other agencies, such as IrDA's, business development or village groups, ought to be seen as assets central to the FSA achieving its purpose. This work can only be done from the bottom up and this may be an important area for an expansion of the work of the RPUs- and one, which would rely on real engagement. The networks and contacts are already well established in the regions we looked at. Much more use could be made of them.

### *Engagement Recommendations*

- We believe that the formal aims and objectives of the Regional Units should lay much greater emphasis on its potential as a conduit for perceptions and feedback from localities and communities on all aspects of the agency's work, from strategic planning to delivery. It should be a catalyst for real engagement, rather than an enforcer of centrally determined priorities and messages.
- There could also be more specific engagement of local stakeholders on nationally determined projects beyond ordinary consultation. They should be engaged in shaping projects from the outset, at the planning stage.
- Closer working to check on simple aspects of delivery could avoid wasteful effort, and achieve better outcomes. For example, as were the Birmingham researchers, we were told that some of the materials and leaflets supplied were criticised by both stakeholders and recipients as being London oriented – middle class and not suitable for target groups. The insistence to supply some important materials in PDF format rather than in hard copy meant, in effect, that many voluntary and community groups were denied access to these resources.

### **Capacity**

Two staff are in place, in each of four regional offices, each of which covers at least two sizable Government regions. In the South West, which we visited, the

geographical area is already a large one, added to which they also now have responsibility for the West Midlands, with its major conurbations including Birmingham.

The sheer size of the areas covered by the units represents a considerable challenge, with the number of institutional stakeholders alone being very high. In the South West, for example, there are 40 local authorities.

In short we found a very positive picture in terms of levels of interest from stakeholders regionally – but that this was left undeveloped and untapped because of lack of capacity within the RPUs. There is clearly tremendous potential for taking forward the FSA’s mission on all fronts at this level, and yet the resource which local partners offer is too often going unrecognised.

Web based communication is understandable where resources are limited. However, the design of the FSA website was reported as unhelpful to “outsiders”, those who are unfamiliar with its architecture. This was regarded as a particular obstacle to engaging with partners at a regional level.

On present levels of resourcing, it will be impossible for RPUs to be systematic – one off exemplar events, whilst they prove the value of partnerships, simply serve to underline the loss of opportunity that is being uncovered by the regional and local work. Evaluating these events is also difficult, as thorough follow up is seldom possible.

For RPUs to operate effectively there needs to be regional autonomy over resources. It makes sense for regional staff to have a budget, which they can use locally. It is absurd that negotiations have to take place with the centre on how many leaflets can be afforded for a local event, for example.

#### Addressing Inequalities

If it is the FSA’s mission to target the least healthy in our society, then working with the Public Health Observatory to identify those groups for focussed partnership and engagement work at a regional and local level is vital. This cannot be done from Aviation House, in our view.

Much more could be achieved in partnership with regeneration agencies, with Surestart projects, and through working systematically rather than intermittently with Local Area Agreements to address priority groups in the community who are too often bypassed by conventional communications strategies.

#### *Capacity Recommendations:*

- The agency should seriously consider expanding the structure of the RPUs, either to add additional RPUs throughout the regions or, to increase the size of the existing RPUs to cover a wider geographical area. The size of the RPU budget, and its relationship with other FSA expenditure on engagement and communication work by the agency, should be reviewed. Many of the initiatives undertaken by the RPUs, require very small amounts of resource compared to the significant sums spent on communications and research at a

national level. Our experience indicates that there is value in enhanced regional working and, where objectives are aligned, there may be opportunities for the FSA to access local project funding.

- The RPUs should have more regional autonomy over resources and regional staff ought to have a much greater say in deciding, along with local partners, on most effective support materials for their purpose and areas. With this, there should be greater accountability placed on the regional teams with more sophisticated measurement of outcomes.
- The FSA website should be reviewed to assess whether it is 'fit for purpose' especially for use as a key resource for external stakeholders. Embedding the experience and knowledge of FSA regional staff in this review is essential.

### **FSA Central and RPU Relations**

The positive finding here was that in many cases, the RPUs could demonstrate that they were effective at doing the "joining up" at regional level that could not be done centrally. In all too many cases initiatives carried out by a variety of government departments were overlapping in purpose and duplicating each other on the ground. The FSA Regional teams had often been able to provide leadership and direction – in the schools context in particular where there have been a plethora of initiatives in recent years.

Unfortunately, there appears to be a lack of co-ordination centrally, which poses difficulties for consumer engagement. The regional units are simply not large enough to be able to counter this problem in a systematic way. Having regional teams is of limited value unless the culture of the whole organisation allows them to thrive.

There are indications that the communication structure between RPU's and Central FSA needs to be formalised to ensure that communication is two way at all times and working to its optimum. Where local ideas or initiatives are not adopted centrally, clear reasons should be given to help inform future work and to feedback to local constituents. It is also important that the effort put into building local relationships by RPU's is respected by others within the FSA to ensure that there is no loss of local trust which may have been hard won.

#### *Central and RPU Recommendations:*

- The relationship between the RPUs and the FSA centrally should be one of mutual respect and value, communication should be two-way, structured and information from both should be used throughout the organisation to shape strategy, policy and delivery.
- RPUs aims and objectives should be fully aligned with those of central FSA objectives.

- There should be an effective structure put in place to ensure that intelligence picked up at grass roots level is truly integrated within FSA central information and this, in turn, should result in feedback to the RPUs.

## **Conclusion**

The FSA have a regional presence in England that can provide invaluable consumer insight. However, to be truly effective it needs to be on a larger scale than it is currently. While the idea of increased spending does not sit well within the current economic climate, further investment in the RPUs does not need to come from additional budget but could well be resourced through a reallocation of existing expenditure. We feel that, especially in the current economy, additional investment in the RPU structure would be a very prudent and cost effective move by the agency.

However, resources alone will not suffice. What is required is a culture change in the organisation – a shift away from the authoritarian centrally driven approach of the past. It is fair to say that there are some signs of change in this respect, and the regional units themselves have been part of achieving that change.

But the FSA needs to see engagement through partnership as a two way relationship. Its value is in hearing what the consumer is saying as well as in projecting messages determined from above.

Having heard these messages the next stage is to take steps to address them in all parts of the organisation. We are struck particularly by the contrast between the FSA and for example the new Care Quality Commission's recent "Voices into Action" policy document, which displays an interesting attitude to engagement of consumers:

### **"Using what people tell us"**

- We will use what people tell us to shape our policies, priorities and methods.
- We will ask our teams across the organisation how they have taken account of the views of people who use services and carers.
- We will keep track of what people say about services and use it to inform our assessments.
- The way we plan programmes will make sure that involvement is included in all of our work.
- We will give feedback to people who get involved with us, so they know what has happened as a result of them telling us what they think." \*

\*Voices into action -Care Quality Commission

The FSA should consider adopting such a policy statement. If it did, the regional presence could quickly be afforded a significantly better resourced and more integrated place in the agency than at present.

## **Annex C**

*Draft – for review by Advisory Committee on Consumer Engagement*

### **Engaging with consumers – the plan for 2010-2015**

#### Introduction

“Putting the consumer first” has been a core principle for the Food Standards Agency since it was established in 2000. We follow this principle in all our activities, using it as a guide in setting policy and in our communications.

To achieve this we have always recognised the need to listen to consumers and understand their views and concerns, so that we can identify the interests of consumers.

The consumer engagement team is responsible for delivering a programme of engagement, working in close conjunction with colleagues across the Agency. We have recognised that our colleagues in the Agency engage with consumers outside of the Consumer Engagement Team framework. The advisory role that has been developed will continue to be an important function and part of the strategy.

The new strategic plan for 2010-15 has recently been published and so it is timely to review the Agency’s goals for consumer engagement activity.

#### Engaging with consumers

Our work with consumers includes communications and marketing activity, consumer research and consumer engagement.

This document focuses principally on consumer engagement. This is characterised by using a variety of techniques to build a dialogue with consumers, either as individuals or in groups, to provide insight into consumers’ thinking.

This needs to be managed in close conjunction with formal social science, which uses a range of research methodologies to explore consumers’ views and attitudes.

#### Principles

Our consumer engagement will be guided by the following principles.

#### **We will listen to the views of consumers on policy decisions which affect and interest them**

Engaging consumers in the development of policy will help us to make the right decisions in the public interest, and make it easier for consumers to understand and support our actions and advice.

Engagement is particularly helpful in areas where we are faced with choices between different options. For example, where we are developing policy options around which we have choices, where we are making judgements about different levels of risk or where we are considering how best to provide information or advice to consumers. In some policy areas we may draw on existing information on

consumer opinions or attitudes; in other areas we will need to develop new approaches to ensure we can listen to consumers.

Engagement is not appropriate to all areas of the Agency's work. This may be the case where aspects of policy are not open for discussion such as implementation of EU directives. Where this is the case we will ensure that our communication of decisions continues to be informative and effective. We will not be daunted by the challenges of explaining technical issues or new regulations to consumers.

**We will involve people early in our work, when their views can have a real influence and be clear about where they can have influence**

We will use input from consumers to help set our work priorities. That will then allow engagement to take place upstream of policy development, and certainly well before implementation. A familiar criticism directed at public engagement events is that decisions have already been made and the exercise is more about PR than genuine engagement.

We will ensure that we are clear about the elements of the policy that are open to influence and change and the elements that are not. This will help manage expectations and frame understanding of the contributions that consumers can make.

**We will pay particular attention to policy or food advice which has a different impact on certain sections of the community – this may be by age, race, gender, region or setting – and make particular efforts in those cases to reach out to all**

Our core goal is “safe food and healthy eating for all”. In delivering for all we need to recognise that different consumers have different needs and attitudes. While the core goal of the agency – safe food and healthy eating for all – applies to all UK consumers there are certain areas of policy which may require specific approaches. We will adapt our methods to the needs of consumers and the most appropriate ways of engaging with them.

**We will act on what we hear and give feedback to people we have spoken to, so that they know how we have used what they say**

A key part of the programme is a commitment to respond to what consumers tell us. Of course consumers don't always give a single answer; discussions between groups of consumers will often raise a number of different approaches and options. The challenge we face is therefore to draw appropriately on the feedback we receive, not fall into the trap of dismissing it as contradictory.

We need to always feed back to participants so that they know how their participation in dialogue has been used. We will be careful not to presume that the Agency knows at all times which of its policies affect consumers.

## Our engagement programme

There are five parts to our engagement programme.

### 1. Core engagement activities

We will maintain a core programme of engagement covering the citizens forums and school council network. By having these as embedded activity it will allow emerging topics to be moved rapidly into engagement. The forums are now entering their third year. We will evaluate their effectiveness in the course of 2010 and consider how to refresh. We will also listen to the concerns, hopes and fears of consumers through the 'You Speak, We Listen' regional events that have received positive feedback. We will also ensure that the feedback from consumers is communicated back to the Agency and where appropriate informs future work.

### 2. Regular quantitative research

In conjunction with the Agency's social science team we ensure that there is regular quantitative research into consumer attitudes. This ensures that we are tracking consumer attitudes to food issues and identifying trends over time. The annual Consumer Attitudes Survey has been reviewed by the social science team and will be relaunched as a more comprehensive food issues survey later this year. We have committed to reviewing the quarterly tracker survey during 2010.

### 3. Special projects

Where policy issues emerge which our regular approaches (Sections 1 and 2 above) do not address adequately we will work with policy teams to develop appropriate routes for engagement.

### 4. Develop best practice

There is a range of other tools that we can follow, and the use of the web, particularly through social media and the increased sophistication of mobile phone technology opens up some exciting prospects. We will approach these new technologies with some care however as they do not reach all consumers and we must ensure that, in total, the approaches we use are inclusive. The development of partnerships in delivery will continue to increase in importance and we will work with partners from the voluntary, community and civil society sectors where appropriate and encourage FSA staff to realise the benefits of good partnership working and address the barriers to achieving this through the development of best practice. These partnerships can help to inform best practice when trying to communicate with a particular group of consumers, not just provide a means of reaching them.

### 5. Ongoing review, evaluation and challenge

We welcome input and challenge from external organisations and individuals and will continue to ensure that there are routes to test and evaluate our approach to engagement, including through the ACCE.

## Our future work areas

The strategic plan highlights outcomes for the Agency to deliver from 2010-15 (see Annex 1). The plan is deliberately at a high level and it is not possible to assess as

yet the areas in which engagement will be fruitful. The following are therefore indications at this stage.

- Information to consumers and consumer behaviour  
Outcome 4 is that consumers understand about safe food and healthy eating, and have the information they need to make informed choices. In this area there is clear scope for listening to consumers, to understand their attitudes to our work and what information they would welcome. However, it has long been recognised that consumers are generally aware of the importance of eating healthily and how to do it. There are though various factors why they do not, some are intrinsic and others are out of their control. We therefore need to work closely with consumers and the social science team to identify the triggers that will lead to behaviour change in consumers, while recognising the barriers that some face.
- GM  
The proposals for a major piece of deliberative research on consumer understanding of and attitude to GM are now well advanced with an external steering group leading on shaping the dialogue. This will be a major piece of consumer engagement work which will be important both to shaping Government thinking and in giving us experience of large-scale engagement activities.
- New technologies  
As well as GM the broader area of new technologies in food and food production, such as nanotechnology or cloning, are an interesting area which we will need to consider with consumers. We will aim to establish what consumers want to know, what their views and attitudes are and their expectations of a regulator.
- Food hygiene  
Over recent years much of our consumer engagement work has been in the area of healthy eating. This is an issue on which it proves relatively easy to engage consumers since most have a good basic understanding of and interest in the issues. It will be important for our engagement work to continue to tackle issues around the area of food hygiene and food safety. For example, the challenge of reducing campylobacter in chicken where we need to understand consumer attitudes to different methods of producing “cleaner” meat.

### Measuring success

We will assess our effectiveness in delivering our goals against the following criteria.

- The FSA incorporates consumer engagement into its policy-making processes so that all policy decisions have had appropriate and timely consumer input where necessary.
- Consumer engagement that is conducted is evaluated against the agreed framework
- Consumers are always contacted after any engagement activity and provided with feedback on how their comments and views were used

- The most recent external review from Consumer Focus – Rating the Regulators 2009 – recognised the Agency’s improving consumer engagement programme. The report also confirms that we have maintained our current position of being one of the most committed and effective organisations at consumer engagement when compared with other public organisations of similar size.

## Annex D

### Members of the Advisory Committee on Consumer Engagement

<b>Philip Cullum (ACCE Chair)</b>	Deputy Chief Executive of Consumer Focus and a member of the Regulatory Policy Committee
<b>Tom Horwood</b>	Head of Communications, Customer and IT services at East Hampshire District Council
<b>Liz Breckenridge</b>	Board Member of Consumer Focus Scotland, Public Interest Member of Institute of Chartered Accountants of Scotland, Panel Member of Waterwatch Scotland and previously Marketing Director of Highland Spring
<b>Claire Nicholson</b>	Previously, Director of Performance and Planning at Sainsbury's and Management consultant with PA Consulting.
<b>Steve Garrett</b>	Founder and Chair of the Riverside Community Market Association (RCMA) and a Director of RCMA Social Enterprise Ltd
<b>Sharon Grant</b>	Chair of London Travelwatch and previously, Chair of the Commission for Patient and Public involvement in Health until 2008
<b>Sue Seager</b>	Marketing and PR Consultant
<b>Timothy Hornsby</b>	Consumer Council for Water Board Member and Chair of the Horniman Museum
<b>Geraldine Campbell</b>	Works in Regulation, Corporate Governance and stakeholder Engagement in the Public and Voluntary Sectors