

**MEAT HYGIENE SERVICE (MHS): PROGRESS ON ACHIEVING  
MHS CORPORATE OBJECTIVES 2007/08**

**Summary**

1. This paper advises the MHS Board of progress to date on achieving the MHS corporate objectives for 2007/08, as measured by the MHS Balanced Scorecard.
  
2. The MHS Board is invited to:
  - **Note and Comment** on MHS performance to date on achieving the MHS corporate objectives.

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**MEAT HYGIENE SERVICE (MHS): PROGRESS ON ACHIEVING  
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**Issue:**

1. To inform the MHS Board of performance to date on achieving the MHS corporate objectives.

**Performance to September 2007**

1. The BSE indicator is currently showing Amber due to the following reasons:
  - An SRM breach was identified when spinal cord was found in a quarter of beef which is thought to be from an over thirty month bovine slaughtered on 12 July and tested negative for BSE. The carcass had been boned out before discovery of the spinal cord and there is not 100% corroboration in identity of the carcass. For this reason it was not recommended that the FBO be prosecuted. A number of retraining/spot inspection measures have taken place.
  - In May an Over Thirty Month bovine was processed as Under Thirty Month and was not tested for BSE prior to being released into the human food chain. Following an investigation a number of recommendations were made, including investigation with a view to prosecution of the FBO and disciplinary measures for MHS and contract staff have been actioned.
  - An Over Thirty Month bovine was processed as an Under Thirty Month bovine in August and was health marked without having been tested negative for BSE. An investigation is ongoing but is likely to recommend a number of retraining/spot inspection/disciplinary measures. Notice has been served to the FBO to amend procedures or risk OTM approval being withdrawn.

2. The Animal Health & Welfare Indicator is currently at Amber for the following reasons:
  - In July an on farm emergency slaughter of an over 24 month bovine but was not tested for BSE and parts of the carcass entered the food chain. A number of recommendations were made and have been actioned.
  - In August there were four Cleansing & Disinfection livestock vehicle check Reports forms not submitted.
  - Due to the outbreak of FMD the sampling of sheep TSE surveillance was behind target in August 2007.
  - Goat TSE Surveillance missed the target in June due to one adult goat not being sampled.
3. The public health indicator is showing Amber because of a reduction in collection of VMD Sampling (Residues in Meat) in September due to FMD. However this deficit will be made up by increasing the sampling percentage post FMD.
4. MHS are showing Red on the 2007/08 budget. The Agency Net Cost of Operations is £0.1m over budget for September. This is largely due to transformation costs of £0.7m. Additional funds of £2m for redundancy payments have been agreed by the FSA, and a formal delegation is awaited.
5. Within the Equality & Diversity Strategy, Diversity, Disability and Ethnicity representation is currently below target. Staff turnover remains low allowing minimal opportunity for improving the staffing percentages. This position is unlikely to change in the short / medium term given the transformation decision taken by the FSA Board in July to support a transformed MHS. However, work continues on raising awareness of Equality and Diversity across the MHS.

**Performance against objectives**

- 6 In terms of setting targets for the MHS, the MHS Board agreed that for 2007/08, MHS performance would be assessed against achievement of five corporate objectives. These are:

**Objective 1:** To deliver customer requirements.

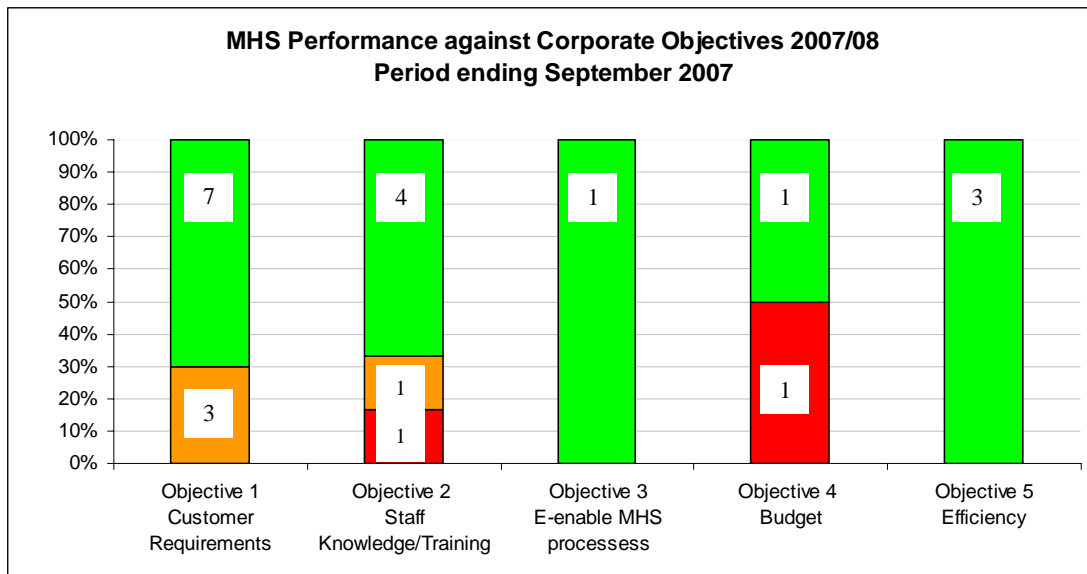
**Objective 2:** To equip all our staff with the necessary skills, knowledge and information to deliver our services effectively.

**Objective 3:** To e-enable all MHS processes working in partnership with our customers where appropriate.

**Objective 4:** To operate within delegated resource budget and delegated cash budget for 2007/08.

**Objective 5:** To improve efficiency.

7. The following bar chart shows the status of the indicators against their related objective, to give an overview of performance against each objective:



8. The SMT believes that the MHS is on track to substantially achieve the desired outcomes of the five objectives.

### Recommendations

9. The MHS Board is invited to:
- **Note and Comment** on MHS performance to date on achieving the MHS corporate objectives.

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MHS Corporate Balanced Scorecard 2007/08

CUSTOMERS AND STAKEHOLDERS																			
Corporate Indicator No	Corporate Objective	Indicator	Lead Directorate	Target	RAG Status			April	May	June	July	Aug	Sept	YTD Average/ Latest Position	RAG Status	Trend since last report	Executive Summary		
					Red	Amber	Green												
1	1	Embed priorities process, using this to establish timetable for new work	Ops/Vetec	Agree and deliver all SLA requirements with policy customers and in accordance with the priorities framework	<80%	80-99%	100%	100%	100%	100%	100%	100%	100%	100%	Green	Static			
		BSE controls			11-19 Points	20-26 Points	27-33 Points	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	OTM Monitoring - Full validation checks using BCMS and LGC data have been completed up to and including the month of July 2007. May 2007 - OTM breach at Cheshire Equine Services (4185). August 2007 - OTM breach at Pembrokeshire Meats (7190)SRM breach in July at Sandyford Abattoir (1535). Baseline exceeded at Buitelaar (Kilmarnock) Ltd (UK 1527 EC) due to substantial increase in throughput, resulting in extra staff being employed	
		Animal Health & Welfare - including notifiable disease surveillance			12-26 Points	27-34 Points	35-45 Points	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	Due to FMD, sheep sampling is down. C&D - In September, Central, South & West and Wales were each missing one form. As of 1 July 2007, Goat TSE Surveillance is no longer required.	
		Hygiene			6-8 Points	9-15 Points	16-18 Points	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	Due to FMD, RIM sampling is down.
		provide assurance on delivery standards.			20-36 Points	37-49 Points	50-63 Points	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	H&S Audits ceased in March. A systems based audit will be implemented in Q3 which will look at less plants but encompass wider issues across the whole organisation. A number of plant based audits have been transferred to custom audits providing assurance on MHS processes
2	1	Implementation of legislative changes	Vetec	Implement in accordance with timetable	Priority Work implemented after 1 month	Priority work implemented within 1 month	Priority work implemented on time	On time	On time	On time	On time	On time	On time	On time	Green	Static			
3	1	Meet FBO requests to move from a PIA to PMHI system	Ops	Deliver FBO requirements to agreed timescale	<87%	87%-90%	>90%	n/a	n/a	n/a	n/a	100%	n/a	n/a	Green	n/a	Request received on 31st July from 8013 (Creedy Carver Chicken) - Actioned in August.		
4	1	Customer Satisfaction	CSD	Maintain or improve current levels	6-9 Points	10-14 Points	15-18 Points	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!			
5	1	Charter Mark	CSD	Maintain (assessed Dec 07)	Charter Mark removed	n/a	Charter Mark retained	On Course	On Course	On Course	On Course	On Course	On Course	On Course	Green	Static			
6	1	ISO 9001	CSD	Maintain accreditation (July 07 and Jan 08)	ISO not maintained	n/a	ISO maintained	On Course	On Course	Maintained	Maintained	On Course	On Course	On Course	Green	Static			

## MHS Corporate Balanced Scorecard 2007/08

Finance																	
Corporate Indicator No	Corporate Objective	Indicator	Lead Directorate	Target	RAG Status			April	May	June	July	Aug	Sept	YTD Average/ Latest Position	RAG Status	Trend since last report	Executive Summary
					Red	Amber	Green										
7	4	Produce 2006/07 Annual Report and Accounts	CSD	Clean audit certificate. Lay report before Parliament before summer recess	Not laid before summer recess	n/a	Achieved	On Course	On Course	Achieved	Achieved	Achieved	Achieved	Met	Green	Static	Annual Report & Accounts laid before Parliament on 28 June
8	4	Operate within budget for the financial year	CSD	Within budget	>100%	n/a	<100%	97%	97%	96%	99%	99%	101%	#REF!	#REF!	#REF!	Currently £270k above net running cost budget.

## MHS Corporate Balanced Scorecard 2007/08

Internal Process & Efficiency																	
Corporate Indicator No	Corporate Objective	Indicator	Lead Directorate	Target	RAG Status			April	May	June	July	Aug	Sept	YTD Average/ Latest Position	RAG Status	Trend since last report	Executive Summary
					Red	Amber	Green										
9	5	Improve processes relating to management of information flows	Ops/VetTec	Deliver in accordance with agreed project plan	13-22 Points	23-29 Points	31-39 Points	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	Now part of the e-enabling FCI/CCIR programme. Project timelines adjusted to fit in with overarching programme.
10	3	IS/IT Strategy	CSD	Develop strategy for 2007-2010. Deliver Year 1 of strategy	13-25 Points	26-30 Points	31-39 Points	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	An analysis has been completed to establish MHS Services by Role by Location by Device/Connectivity. Successful completion of the proof of concept of mobile email and access to MHS services using Vodafone 3G card was required before the analysis could be
11	5	Operational Resource Strategy	Ops/CSD	Develop and implement strategy	18-32 Points	33-44 Points	45-54 Points	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	
12	5	Review of delivery models	Ops	Complete Project A to satisfaction of FSA Board.	After May 07	n/a	May-07	On Course	Complete	Complete	Complete	Complete	Complete	Met	Green	Static	MHS Bid submitted to FSA within required deadline.

MHS Corporate Balanced Scorecard 2007/08

People																		
Corporate Indicator No	Corporate Objective	Indicator	Lead Directorate	Target	RAG Status			April	May	June	July	Aug	Sept	Oct	YTD Average/ Latest Position	RAG Status	Trend since last report	Executive Summary
					Red	Amber	Green											
13	2	Deliver HR policy programme	CSD	Deliver programme against agreed timetable	12-22 Points	23-29 Points	30-36 Points	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	Developing proposals for a healthcare strategy and the tender/procurement process for Occupational Health advice will not be delivered by original completion date due to re-prioritisation associated with the MHS Transformation programme.
14	2	Deliver training and development programme	CSD	Deliver programme against agreed timetable	6-9 Points	10-14 Points	15-18 Points	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	
15	2	Develop and implement H&S Strategy	CSD	Develop and deliver strategy against agreed timetable	6-9 Points	10-14 Points	15-18 Points	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	Incident reporting documentation awaiting input on to the Intranet but development and consultation works activity is complete and will be fully implemented by the end of November 2007. Risk assessment methodology devised. Training in its use will run int
16	2	Set performance standards for OVs and MHIs and monitor effectiveness	VetTec	Develop and deliver programme against agreed timetable	4-7 Points	8-9 Points	10-12 Points	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	Timelines have been amended to allow integration to the Transformation Project. Performance standards and competencies for OVs has been amended to March 08, and implementation of the system for OVs to verify the inspection work of MHIs has been amended t
17	2	Investors In People	CSD	Maintain accreditation	not achieved	n/a	achieved	On Course	On Course	On Course	On Course	On Course	On Course	-	Not Met	Red	Improved	
18	2	Equality & Diversity Strategy	CSD	Develop and deliver Strategy against agreed timetable	15-20 Points	21-24 Points	25-33 Points	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	See Exception Report