

REVIEW OF PROGRESS WITH DELIVERING THE 2005/2010 STRATEGIC PLAN

Executive Summary

1. It is good governance practice to review plans regularly. This paper presents the outcome of the review of the Agency's Strategic Plan 2005/2010 and seeks the Board's endorsement of proposals for revising existing objectives and targets to maintain momentum in delivering the unchanged aims of Food Safety, Eating for Health and Choice.
2. The paper summarises the iterative approach adopted which has involved the Board steering the review and considering emerging proposals for change, including those for refocusing the Strategic Plan on the longer-term outcomes and the introduction of a published corporate delivery plan covering the more detailed delivery objectives and targets.
3. The Board is asked to:
 - **agree** the specific changes to the Strategic Plan identified in paragraph 21;
 - **endorse** the other enhancements proposed to the objectives and targets detailed in Annex B; and
 - **endorse** the long term regulatory vision for the Meat Hygiene Service (Annex C).

STRATEGY & PLANNING UNIT

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REVIEW OF PROGRESS WITH DELIVERING THE 2005/2010 STRATEGIC PLAN

Issue

1. The Board has agreed that the Strategic Plan 2005/2010 should be dynamic and drive the overall direction of the Agency, and that it should be reviewed annually. This paper presents the outcome of the first review of the Strategic Plan 2005/2010 and seeks the Board's endorsement of the proposals for revising existing objectives and targets to maintain momentum in delivering the required outcomes.
2. It also seeks endorsement of the regulatory vision for the Meat Hygiene Service that has been developed and agreed by the MHS Board in parallel with the work on the FSA Strategic Plan.

Background

3. The review does not signal a material shift in direction for the Agency. At its September meeting the Board agreed that the key aims of Food Safety, Eating for Health and Choice and the supporting strategies for delivery were fundamentally sound. However, it was agreed that the Strategic Plan should be refreshed following a good governance health-check to reflect progress and changes in the organisation's operating environment.
4. The Board has also agreed that the Strategic Plan should be refocused on the longer-term outcomes and a published rolling 3-year corporate delivery plan introduced covering the more detailed delivery objectives and targets. This plan would also incorporate the key management and enabling work that is not captured in the current Strategic Plan.
5. The results of the initial stock-take were presented to the Board in September identifying the 19 targets already met (List at Annex A) and the areas on which the review should focus. At a Board workshop in November initial proposals for revisions and additions were considered. There was broad agreement to many of the proposals but improvements were sought in some areas.
6. Stakeholders have been kept informed throughout the review process and significant changes have been developed with interested groups. The Chief Executive has twice written to key stakeholders and the emerging proposals have also been shared with the Food Advisory Committees in Scotland, Wales and Northern Ireland and their views captured in the proposals below.

For Discussion

7. This paper focuses on the outstanding issues. These are highlighted in the schedule at Annex B and covered in more detail below. That schedule and the following discussion mirrors the Food Safety, Eating for Health, Choice, and How we will deliver chapters of the plan. Annex B, which reflects improvements proposed at the Board's November workshop, also tracks all the proposed revisions and outlines the rationale for those changes. While it suggests some target areas that might be more appropriate for inclusion in the supplementary corporate delivery plan, finalising the split between strategic and corporate plans (and the development of some more specific delivery targets for the corporate plan) is for the next stage of the process.

Food Safety

8. The objective "*To help people with food allergies and intolerances to make the choices they need to make*" is in the current plan as supporting the delivery of Food Safety. Although the November workshop was content with the revised objective and related targets (see Annex B), the proposal to regroup them under Choice rather than Food Safety was not resolved. For allergic or intolerant consumers this is a safety issue even though many of the activities for achieving the objective depend on labelling, information, and enabling people to make informed choices. The Agency's commitment to protect and inform will be unaffected by where the objective and supporting targets appear in the plan. The Board is asked to consider the Executive's proposal that the revised allergens objective (*To develop appropriate policies and standards to help ensure safety and choice for food allergic and food intolerant consumers*) and targets should be brigaded under the aim of Choice (Annex B, ref F13 and C8).
9. Although content with the addition of a new objective and supporting targets covering building and maintaining stakeholder trust, concerns were raised at the workshop by the suggestion of dropping existing Strategic Plan target 11 (*We will establish for 2006 a baseline measure of the number of incidents of each type*) altogether. While it was recognised that setting a baseline against a rising trend in reported incidents had proved impossible, it was also argued that it remained important to record and categorise the number of reported incidents and this requirement should remain in the plan.
10. To address this concern, a revised target has been developed (*To develop and publish an annual report of incidents by number and type, including an analysis of trends*). The first such report is planned for April 2007. This and subsequent reports will help inform target areas for future action. The Board is asked to endorse this revised target (Annex B, ref F12).
11. The Board is invited to note and agree the other enhancements proposed to the Food Safety objectives and targets (Annex B, ref F1-F13).

Eating for Health

12. The November workshop suggested amending the first objective “*To enable consumers to choose a healthier diet*”. This improvement appears to render the second objective of “*To make healthy eating an easier option*” unnecessary because it is effectively subsumed in the first. Is the Board content for this second objective to be dropped (Annex B, ref E2) as superfluous?
13. There was also discussion at the workshop about a new target to follow on from the existing Strategic Plan target 16 (*By 2006 we will develop, in collaboration with health departments, targets for achieving a balance between Calorie intake and energy output*) and the Executive was asked to consider whether the revised target could be combined with the new objective to encourage awareness of balanced diets. The revised target proposed (*We will work with health and other departments and stakeholders to develop a strategy for Calorie intakes which contributes to achieving a balance between calorie intake and energy output*) covers distinct work that links with other initiatives such as the Department of Health led Obesity Prevention Strategy and the proposed Welsh Assembly food strategy. We recommend that the Board agree the inclusion of this revised target (Annex B, ref E6) and the new objective “to encourage awareness of balanced diets” (Annex B, ref E9).
14. The Board is invited to note and agree the other enhancements proposed to the Eating for Health objectives and targets (Annex B, ref E1-E12).

Choice

15. With the exception of the issue about brigading the allergens target discussed in paragraph 8 above, discussion at the November workshop indicated that Board members were broadly content with suggested improvements to objectives and targets in the Choice chapter of the plan. These are largely to reflect the delivery of existing targets and the development of others to take forward the next phase of delivery. The Board is invited to note and agree the enhancements proposed to the Choice objectives and targets (Annex B, ref C1-12).

How We Will Deliver

16. Unlike the Food Safety, Eating for Health and Choice chapters of the Strategic Plan 2005/2010, the How we will deliver chapter does not open with a series of high-level objectives. The Board has already agreed that the core business processes need greater recognition in the plan. The November workshop indicated that Board members were content with the overall proposals. Additional comments are incorporated in Annex B which contains the new objectives for this chapter, supported by a suite of new targets and high-level performance indicators. These reflect a range of internal and external drivers, including:

- we continue to aim to be the most trusted source of advice and information on food safety, food standards, and nutrition, understanding that this will underpin our ability to deliver across the range of our activities;
 - we continue to take seriously our statutory obligations and our role as a UK Government department, whether this relates, for example, to our stewardship of public money, or complying with Freedom of Information legislation;
 - we want to realise the potential for making food law more outcome-focused and reducing administrative burdens, driving a culture in which food business operators are expected and encouraged to take the actions needed to protect consumers; and
 - we want to help local authorities and other enforcement partners to take action that is risk-based and proportionate and, when appropriate, to act promptly and with resolve.
17. More detailed performance indicators and targets, particularly for operational activities, will be included in the corporate and internal business plans.
18. The Board is invited to note and agree the enhancements proposed to the How we will deliver objectives and targets (Annex B, ref D1-D16).
19. One aspect of 'How we will deliver' is our relationships with partners, including the MHS. The FSA Board has previously received a paper from the MHS Board setting out its long term regulatory vision for the MHS (further copy attached at Annex C). To deliver this vision will require the FSA and MHS to focus on a number of strategic aims and short term activities which the MHS Board considers necessary to start moving in the right direction. Many of these are reflected in the proposed revisions to the Strategic Plan, and the FSA Board is now invited to formally endorse the long term regulatory vision for the MHS developed by the MHS Board.

Next Steps

20. Subject to the Board's endorsement of these proposals for refreshing the Strategic Plan 2005/2010, detailed in Annex B, an updated draft Strategic Plan will be produced together with a draft of the new Corporate Delivery Plan. Between them these documents will capture all the objectives and targets in Annex B. The objective is to publish the revised Strategic Plan 2005/10 in March 2007, and the first supplementary Corporate Delivery Plan for 2007/2008 in April 2007. The Board will be consulted on both drafts in advance of publication.

Board Action Required

21. The Board is asked to:

- **agree** that the revised allergens objective (*To develop appropriate policies and standards to help ensure safety and choice for food allergic and food intolerant consumers*) and targets are brigaded under the aim of Choice;
- **agree** the revised target under Food Safety (*To develop and publish an annual report of incidents by number and type, including an analysis of trends*) to replace the existing one to establish a baseline measure for the number and type of incidents.
- **agree** that the objective under Eating for Health (*To make healthy eating an easier option*) should be dropped because it is subsumed by the first objective *to enable consumers to choose a healthier diet*.
- **agree** the revised target under Eating for Health for achieving a balance between calorie intake and energy output;
- **agree** the new objective under Eating for Health to encourage awareness of balanced diets;
- **endorse** the other enhancements proposed to the objectives and targets in Food Safety, Eating for Health, Choice and How we will deliver; and
- **endorse** the long term regulatory vision for the MHS developed by the MHS Board.

STRATEGIC PLAN 2005/2010: TARGETS MET

	Target description	Notes
FOOD SAFETY		
5	We will develop tailored guidance on food safety management (based on HACCP principles) especially for small businesses. We will test guidance for the catering sector in 2004 and subject to the results will start to roll it fully out in 2005.	Target 5 achieved. New target for follow on work proposed (see Annex B; ref F5)
8	By 2005 we will develop and publish a strategy for improving awareness and application of the four Cs (cleaning, cooking, cooling and avoiding cross-contamination) concentrating particularly on work with schools and support for local food safety initiatives	Target 8 achieved. New target for follow on work proposed (see Annex B; ref F8).
9	By 2006 we will develop our current indicators to provide a reliable measure of the effectiveness of our foodborne illness strategy in cost-benefit terms, taking account of disease incidence and severity	Target 9 achieved A risk matrix for foodborne disease has been developed to assess the burden of disease and the impact of the Foodborne Disease Strategy. The Foodborne Disease Strategy aims to secure further reductions in foodborne disease through delivery of Strategic Plan targets
10	We will work with the food industry and local authorities to achieve more comprehensive reporting of incidents and establish an agreed system for classifying their severity by the end of 2005.	Target 10 achieved. Levels of reporting, particularly from Local Authority stakeholders, have increased significantly since 2004 and we continue to see an upward trend in overall numbers. In addition, a system for classifying incidents into High, Medium and Low has been developed, reported to EMB (April 06) and is now in operation (see Annex B; ref F12).

	Target description	Notes
13	We will develop by 2006 guidance on appropriate and proportionate use of label statements to warn allergic consumers of the risk of contamination with nuts or sesame seeds. In doing this, we will build on existing guidance, and will ensure that the guidance is also relevant to other allergens.	Target 13 achieved (see Annex B; ref F13).
EATING FOR HEALTH		
18	By 2006 we will establish targets for the salt content of the 10 food categories contributing most salt to the diet	Target 18 achieved.
21	By 2006 we will develop and promote a simple system for highlighting the salt, fat and sugar content of foods as part of a strategy for reducing intakes of salt, sugar and fat	Target 21 achieved (see Annex B; ref E7).
22	By 2005 we will review existing evidence on influences on food choices to identify which are practical and effective and to see where there are gaps in our current knowledge.	Target 22 achieved.
CHOICE		
28	We will assess how the new GM labelling regulations implemented in April 2004 work in practice for consumers and use this information to inform the European Commission's review of the regulations in 2006.	Target 28 completed. An assessment was made and passed to the European Commission. The European Commission's review was not as wide reaching as anticipated and there will be no further action on this within the EU in the foreseeable future.
30	We will work with others to develop, by 2005, guidance on the minimisation of pesticide residues in food. By 2006 we will assess the consumer demand for specific rules on labelling of pesticides use on crops after they have been harvested.	Target 30 completed. The guides are being published in November 2006 . The assessment of consumer demand for labelling of post harvest pesticides indicated that, overall, there was no specific demand. We will continue to investigate through research what information might be provided to consumers on pesticides <u>generally</u> and how this might be done.

	Target description	Notes
32	We will develop an Agency food fraud database by 2005 to assess and monitor reported food fraud	Target 32 achieved.
34	We will establish in 2005 a risk-based approach for the Meat Hygiene Service and the Department of Agriculture and Rural Development in Northern Ireland to police animal by-product controls.	Target 34 achieved.
HOW WE WILL DELIVER		
36	We will implement an Environmental Management System based on ISO 14001 by 2006	Target 36 achieved.
37	There will be a mid-term external liP assessment in late 2005	Target 37 achieved.
38	An external benchmarking of our Human Resources Strategy will be completed by May 2005	Target 38 achieved.
39	We will complete a public consultation on the proposed mechanism to assess the sustainability implications of policy and other proposals by February 2005	Targets 39-42 to develop a mechanism to assess the sustainability implications of our work are now achieved. Ongoing work is captured in the proposed new high-level objective in 'How we will Deliver' chapter "To ensure that the FSA meets its various statutory obligations and fulfils its role as a UK Government Department, being economic, efficient and effective in doing so" (see Annex B; ref D13).
40	We will pilot the assessment mechanism by Autumn 2005	
41	We will begin to roll out the assessment mechanism by December 2005.	
42	We will review progress towards delivery of the position statement by Spring 2006	

ANNEX B

FOOD SAFETY			
Outcome: Improved public health by making food safer			
REF	OBJECTIVE	TARGET	NOTES
F1	<u>Existing</u> To reduce foodborne illness further <u>No revision</u>		1. See ref F2-F9: associated targets.
F2		<u>Existing</u> <u>Strategic Plan Target 1</u> We will work with industry to achieve a 50% reduction in the incidence of UK-produced chickens which test positive for <i>Campylobacter</i> by the end of 2010. <u>No revision</u>	1. The programme of activities is currently on track, although we do not know if we will meet this target by end of 2010. 2. By the end of March 2007, we will commission a retail survey to monitor progress towards target.

FOOD SAFETY			
Outcome: Improved public health by making food safer			
REF	OBJECTIVE	TARGET	NOTES
F3		<u>Existing</u> <u>Strategic Plan Target 2</u> We will work with industry to achieve a 50% reduction in the incidence of pigs which test positive for <i>Salmonella</i> at slaughter by the end of 2010. <u>No revision</u>	1. The programme of activities is currently on track although we do not know if we will meet this target by the end of 2010. 2. We will plan and develop a survey of slaughter pigs from October 2006 to October 2007 in partnership with Defra, and provide measures for the target by the end of 2007.

FOOD SAFETY			
Outcome: Improved public health by making food safer			
REF	OBJECTIVE	TARGET	NOTES
F4		<p><u>Existing</u></p> <p><u>Strategic Plan Target 4</u> We will commission research to identify new measures of slaughterhouse hygiene by 2007, to enable plants to monitor and where necessary improve their performance. We will then use these measures to set targets to secure improvements by 2010.</p> <p><u>Revision</u> We will apply a measure of slaughterhouse hygiene and secure improvements by the end of 2010.</p>	<ol style="list-style-type: none"> 1. Work is currently on track. 2. We will produce and consult on proposed measures of hygiene by the end of 2007, undertake a measure of slaughterhouses by the end of September 2008, propose a baseline and a target and consult by the end of 2008. 3. We will undertake an interim measure by the end of 2009 and a final measure by the end of 2010.

FOOD SAFETY			
Outcome: Improved public health by making food safer			
REF	OBJECTIVE	TARGET	NOTES
F5		<p><u>Existing</u></p> <p><u>Strategic Plan Target 5 (met)</u> We will develop tailored guidance on food safety management (based on HACCP principles) especially for small businesses. Guidance for the catering sector will start to be rolled out in 2005 following tests of the guidance in 2004</p> <p><u>New target:</u></p> <p>Working with stakeholders, we will provide guidance and support to help small retail and catering businesses. By the end of April 2011, we will ensure that 75% of UK food establishments have fully compliant food safety management procedures.</p>	<ol style="list-style-type: none"> 1. Target 5 met. 2. Support for the implementation of HACCP-based food safety management systems is a significant ongoing activity. 3. The March 2005 Open Board paper on Implementation of Food Safety Management [FSA 04/03/03¹] sets projections for % business compliance to FY 2012/13. Based on these figures, a new target covering the remainder of the Strategic Plan period is proposed. 4. See ref D7: associated objective.

¹ <http://www.food.gov.uk/aboutus/ourboard/boardmeetings/boardmeetings2005/boardmeeting03102005/boardagenda10032005>

FOOD SAFETY			
Outcome: Improved public health by making food safer			
REF	OBJECTIVE	TARGET	NOTES
F6		<p><u>Existing</u></p> <p><u>Strategic Plan Target 6</u> We will evaluate hygiene award schemes for caterers by 2006 and, if the results are positive, use them to help us promote the schemes more widely</p> <p><u>Revision - New deadline:</u></p> <p>We will evaluate hygiene award schemes for caterers by the end of October 2007 and, if the results are positive, use them to help us promote the schemes more widely.</p>	<ol style="list-style-type: none"> 1. The evaluation of the hygiene award schemes is now likely to be completed in October 2007 as the research project to undertake the work now needs longer than originally envisaged when the contract was awarded. 2. See ref C5: associated target.

FOOD SAFETY			
Outcome: Improved public health by making food safer			
REF	OBJECTIVE	TARGET	NOTES
F7		<p><u>Existing</u></p> <p><u>Strategic Plan Target 7</u> We will change the way we report on local authority enforcement activity by 2006 to recognise their important educational and advisory roles in helping local businesses to deliver higher standards of food safety, and work with local authorities to improve the accuracy, timeliness and relevance of local authority performance data</p> <p><u>Revision - New deadline:</u></p> <p>We will change the way we report on local authority enforcement activity to recognise their important educational and advisory roles in helping local businesses to deliver higher standards of food safety, and work with local authorities to improve the accuracy timeliness and relevance of local authority performance data. We will introduce the new monitoring and reporting system by the end of August 2007.</p>	<ol style="list-style-type: none"> 1. We will have the revised monitoring and reporting system for local authorities to use in place by August 2007, following delay in start of the project to ensure it was consistent with the development of the Hampton principles by LABREG, and LBRO. 2. Local authorities will start to implement from September 2007 onwards, with all to do so by April 2008. 3. The first full year of the new system will be FY 2008-09 4. The first report to the Board of performance data under the new food law enforcement monitoring system for local authorities (based on 2008-09 data) will be made in winter 2009-10. 5. See ref D8: associated objective and target.

FOOD SAFETY			
Outcome: Improved public health by making food safer			
REF	OBJECTIVE	TARGET	NOTES
F8		<p><u>Existing</u></p> <p><u>Strategic Plan Target 8 (met)</u> By 2005 we will develop and publish a strategy for improving awareness and application of the four Cs (cleaning, cooking, cooling and avoiding cross-contamination) concentrating particularly on work with schools and support for local food safety Initiatives</p> <p><u>New target</u></p> <p>We will promote local food hygiene and nutrition initiatives through the local award scheme. We will review the 2006 projects and develop a UK-wide scheme by the end of March 2007. By the same date, we will also agree a workplan and targets for the remaining 4 years of the four Cs strategy.</p>	<ol style="list-style-type: none"> 1. Target 8 achieved. 2. The four Cs strategy was published on 16 May 2006² after stakeholder consultation. 3. The strategy develops previous initiatives to promote food hygiene in the home with a shift of emphasis to targeting those sectors research has shown most likely to have the largest impact in terms of food hygiene behaviour change. 4. The new target is proposed for the corporate delivery plan. 5. The new FSA teams in the Government Offices of the English regions will be involved to develop a joined up approach in England; and with Scotland, Wales and Northern Ireland offices across the UK. 6. See ref E10: associated activities.

² <http://www.food.gov.uk/safereating/microbiology/fdscg/4cstrategy>

FOOD SAFETY**Outcome:** Improved public health by making food safer

REF	OBJECTIVE	TARGET	NOTES
F9		<u>New target:</u> We will complete the approvals process on UK meat plants to fulfil obligations under EU Regulation 853/2004, by the end of March 2008.	<ol style="list-style-type: none">1. A strategy for approving plants was agreed by the Chief Executive and outlined to the Board in an intersessional paper [INP 06/08/04].2. The target to meet this statutory obligation is proposed for the corporate delivery plan.

FOOD SAFETY**Outcome:** Improved public health by making food safer

REF	OBJECTIVE	TARGET	NOTES
F10	<u>Existing</u> To deliver proportionate BSE and TSE controls based on the latest scientific knowledge <u>No revision</u>	<u>Existing</u> <u>Strategic Plan Target 3</u> We will promote and aid the development of a sensitive, rapid live test for TSEs by end of 2010. <u>No revision</u>	1. Activities are on track and no change to the target is proposed at this time. 2. This target is more appropriate for inclusion in the corporate delivery plan with some interim targets.

FOOD SAFETY**Outcome:** Improved public health by making food safer

REF	OBJECTIVE	TARGET	NOTES
F11	<p><u>Existing</u></p> <p>To reduce the risks to consumers from chemical and radiological contamination</p> <p><u>Revision</u></p> <p>To reduce the risks to consumers from contaminated food</p>		<ol style="list-style-type: none">1. This objective should be about reducing physical and micro-biological risks to food as well, hence the simplification of the objective.2. Activities to fulfil statutory obligations to ensure the safety of food, such as radiological and chemical safety, will be reflected in the corporate delivery plan and internal business plans.3. See ref F12: associated objective and targets.

FOOD SAFETY

Outcome: Improved public health by making food safer

REF	OBJECTIVE	TARGET	NOTES
F12	<p><u>New objective</u></p> <p>By the end of 2010, we will build and maintain the trust of stakeholders in our handling of food safety issues.</p>	<p><u>Existing</u></p> <p><u>Strategic Plan Target 11</u> We will establish for 2006 a baseline measure of the number of incidents of each type</p> <p><u>Strategic Plan Target 12</u> We will work with industry to reduce the number of high and medium risk cases by 25% by 2010</p> <p><u>Revision - new targets</u></p> <ul style="list-style-type: none"> • Develop and publish an annual report on incidents, including total number and types, against which future trends can be compared. First report by the end of April 2007. • Improve engagement, at a local level, with food industry by the end of 2007 • Work with the food industry, local authorities and other stakeholders to improve mechanisms for preventing and responding to incidents by mid 2008. • Develop effective interventions to tackle food safety problems at source before they become incidents, by the end of 2010. 	<ol style="list-style-type: none"> 1. There is a clear need to reduce the impact of food incidents. Food incidents undermine consumer confidence in food safety, they are costly to the UK economy and contribute to an erosion of trust between the Agency, the food industry and the European Commission. 2. Analysis of the existing data on incident reporting suggests that, whilst it is possible to classify incidents (into high, medium, low), there have been relatively few high or medium incidents. Consequently target 12 will not deliver the significant improvement in food safety originally anticipated. 3. The work of the Food Incidents Task Force has illustrated the need to improve the level of trust between the food industry and the Agency on food safety issues. To work successfully with the food industry in addressing the underlying causes of food incidents, it is essential to establish a high level of trust. It is therefore proposed that targets 11 and 12 around food incidents (target 10 has been achieved) should be combined into a single new objective of building trust with the food industry on food safety issues. 4. The work to achieve this would be focussed around a programme of activities on incident prevention and incident response, including raising awareness of how we manage food incidents. 5. See ref D3-D4: associated objective

FOOD SAFETY			
Outcome: Improved public health by making food safer			
REF	OBJECTIVE	TARGET	NOTES
F13	<p><u>Existing</u></p> <p>To help people with food allergies and intolerances to make the food choices they need to make</p> <p><u>Revision</u></p> <p>To develop appropriate policies and standards to help ensure safety and choice for food allergic and food intolerant consumers</p>	<p><u>Existing</u></p> <p><u>Strategic Plan Target 13 (met)</u></p> <p>We will develop by 2006 guidance on appropriate and proportionate use of label statements to warn allergic consumers of the risk of contamination with nuts or sesame seeds. In doing this, we will build on existing guidance, and will ensure that the guidance is also relevant to other allergens</p>	<ol style="list-style-type: none"> 1. A new outcome-focussed objective to replace the existing one is proposed. This articulates more clearly, our aim of ensuring food allergic/intolerant consumers are protected and are able to exercise the choices they need to make. 2. To take this work forward, targets will be developed for the corporate plan related to issuing advice and guidance based on scientific research in the areas of allergies, intolerance and reactions to foods and food ingredients. 3. For this reason, it is proposed that the work is brigaded under the Choice aim (see ref C8).

EATING FOR HEALTH**Outcome:** Reduction of diet related diseases by helping consumers achieve/maintain a healthier balanced diet

REF	OBJECTIVE	TARGET	NOTES
E1	<u>Existing</u> To encourage consumers to choose a healthy diet <u>Revision</u> To enable consumers to choose a healthier diet		
E2	<u>Existing</u> To make healthy eating an easier option <u>Revision</u> To drop this objective		This objective is now covered by the revised objective under ref E1.
E3	<u>Existing</u> To help reduce diet-related diseases. <u>No revision</u>		

EATING FOR HEALTH

Outcome: Reduction of diet related diseases by helping consumers achieve/maintain a healthier balanced diet

REF	OBJECTIVE	TARGET	NOTES
E4		<p><u>Existing</u></p> <p><u>Strategic Plan Target 14</u></p> <p>We will work with health departments and other stakeholders to reduce the average salt intake of UK adults from the current 9.5g to 6g per day by 2010, and to reduce salt intake of children in line with Scientific Advisory Committee on Nutrition age-specific recommendations, also by 2010. We will monitor progress to ensure that we remain on course to achieve the target</p> <p><u>No revision</u></p>	<ol style="list-style-type: none">1. On the basis of currently available data it is not possible to predict the likely rate of progress towards achieving this target.2. Measurement of progress is currently based on tracking progress of Agency/consumer/industry actions. A key activity during 2007 and 2008 will be to develop monitoring activities to measure progress, and to assist the development of further work needed towards achieving this target.

EATING FOR HEALTH**Outcome:** Reduction of diet related diseases by helping consumers achieve/maintain a healthier balanced diet

REF	OBJECTIVE	TARGET	NOTES
E5		<u>Existing</u> <u>Strategic Plan Target 15</u> We will work with health departments and other stakeholders to reduce the average intake of saturated fat (for everyone from age 5 upwards) from the current level of 13.4% to below 11% of food energy by 2010. <u>No revision</u>	<ol style="list-style-type: none">1. The Agency's draft strategy on saturated fat reduction is being developed based on extensive discussions with and information provided by stakeholders.2. We are planning to consult on this by the end of December 2006.3. As with salt (ref E4 above) there is currently no trajectory for robust measurement of progress and so we will seek views on alternative approaches for measurement of progress.

EATING FOR HEALTH

Outcome: Reduction of diet related diseases by helping consumers achieve/maintain a healthier balanced diet

REF	OBJECTIVE	TARGET	NOTES
E6		<p><u>Existing</u> <u>Strategic Plan Target 16</u> By 2006 we will develop, in collaboration with health departments, targets for achieving a balance between Calorie intake and energy output.</p> <p><u>Proposed revision</u> We will work with health and other departments and stakeholders to develop and implement a strategy for Calorie intakes which contributes to achieving a balance between calorie intake and energy output</p>	<ol style="list-style-type: none">1. A draft Agency strategy on energy balance, focusing on energy intakes, is under development with a view to holding a public consultation by the end of December 2006. This work is being taken forward jointly with our work on saturated fat reduction.2. We will share the draft strategy with Health Departments and take account of initiatives by Health and other Government Departments, e.g. the Department of Health-led Obesity Prevention Strategy, which seeks to increase physical activity levels and/or reduce calorie intakes in children and the proposed Welsh Assembly Government food strategy

EATING FOR HEALTH

Outcome: Reduction of diet related diseases by helping consumers achieve/maintain a healthier balanced diet

REF	OBJECTIVE	TARGET	NOTES
E7	<p><u>New objective</u></p> <p>To encourage clear accurate nutrition information on labels</p>	<p><u>Existing</u> <u>Strategic Plan Target 21</u> (met) By 2006 we will develop and promote a simple system for highlighting the salt, fat and sugar content of foods as part of a strategy for reducing intakes of salt, sugar and fat.</p> <p><u>Revision</u> By the end of 2008, we will have evaluated the impacts of front of pack labelling on consumer purchasing behaviour and knowledge and agreed the best approach.</p>	<ol style="list-style-type: none"> 1. The new objective covers our work on ‘front of pack’ labelling and other work such as negotiating EU nutrition labelling rules and implementation of EU health claims legislation 2. Target 21 has been achieved. The uptake of FSA signposting approach continues to grow and we are working with adopters to provide consistent advice. 3. The new target reflects movement to the next stage of this project.
E8		<p><u>Existing</u> <u>Strategic Plan Target 20</u> By 2005 we will have set up a programme of surveys of the Calorie, salt, fat, and/or sugar content of foods and will publish the results to help consumers make informed choices about what they eat.</p> <p><u>Revision</u> Target is dropped</p>	<p>We have decided to integrate all survey work aimed at dietary change directly into those work programmes rather than as a separate rigid scheme. This will allow the work to be more flexible and responsive to changing needs.</p>

EATING FOR HEALTH**Outcome:** Reduction of diet related diseases by helping consumers achieve/maintain a healthier balanced diet

REF	OBJECTIVE	TARGET	NOTES
E9	<u>New objective</u> To encourage awareness of balanced diets.	<u>Existing Strategic Plan Target 17</u> We will seek expert advice on the health implications of low micronutrient intakes in some population groups. We will look again at our priorities in 2007 if this evidence suggests we need to take action. <u>No revision</u>	<ol style="list-style-type: none">1. The new objective covers the target on micronutrient intakes (target 17), activities to promote healthy eating messages, and improving folate status of young women (which are not currently reflected in the plan).2. The work on target 17 is on track. Its outcome will be considered as part of next year's review of the strategic plan.3. Delivery targets and/or performance indicators will be developed and provided in the Corporate Plan, including for example:<ol style="list-style-type: none">a. targeted messaging strategies, such as teens, and influencing Olympic messaging and activity in 2012b. produce advice to Ministers on improving folate status of young women, by 2007.

EATING FOR HEALTH

Outcome: Reduction of diet related diseases by helping consumers achieve/maintain a healthier balanced diet

REF	OBJECTIVE	TARGET	NOTES
E10	<p><u>New objective</u></p> <p>We will support the work of local community, regional and national bodies across the UK, assisting them to deliver effective locally based food initiatives that address the needs of their community. We will continue to support methods for sharing best practice. We will evaluate our engagement with these initiatives by the end of 2009.</p>	<p><u>Existing</u> <u>Strategic Plan Target 23</u></p> <p>We will work with local authorities to develop the Food Vision database of local initiatives on healthy eating to encourage and spread good practice. We will give priority to initiatives, which help disadvantaged and vulnerable people</p> <p><u>Revision</u></p> <p>Target is dropped. Activities underpinning the new objective will be tracked in the corporate delivery plan and internal business plans.</p>	<ol style="list-style-type: none"> 1. This new objective will replace existing target 23 to reflect our strategic approach to constructive engagement with local nutrition initiatives; in England, the new FSA teams in the regions have a role to play here. In Wales, the Agency is working with other health agencies and has developed a nutrition network and database to spread good practice. 2. The Agency supports local food projects by providing tools for others to deliver and monitor the efficacy of their projects. 3. Outcome measures will be considered as the framework for this work is developed with relevant departments. 4. Delivery targets, activities and performance indicators will be provided in the corporate plans for 2007/8 and subsequent years, including: <ul style="list-style-type: none"> • work across the UK countries to share experience; • develop Food Vision and link with other databases to provide a UK wide source of advice on setting up community food projects; and • replace existing hygiene and nutrition award schemes with a UK wide structure (see ref F8: new target).

EATING FOR HEALTH

Outcome: Reduction of diet related diseases by helping consumers achieve/maintain a healthier balanced diet

REF	OBJECTIVE	TARGET	NOTES
E11	<p><u>New objective</u></p> <p>We will support health departments' work to change the way food is promoted to children.</p>	<p><u>Existing</u></p> <p><u>Strategic Plan Target 25</u></p> <p>We will work with the industry to achieve changes in the way food is promoted to children to redress the balance between less healthy foods and healthier alternatives.</p> <p><u>Revision</u></p> <p>This target is dropped and replaced by the new objective.</p>	<ol style="list-style-type: none">1. This objective reflects the change in policy lead from the FSA to Health Departments and our supportive role.2. Targets to reflect the FSA's role will be developed for the corporate plan 2007/8 and subsequent years, including:<ul style="list-style-type: none">• Our work in support of the Department of Health-led Food and Drink Advertising and Promotion forum• Supporting use of the FSA's nutrient profiling model in regulation of TV advertising to children, and review after one year of use.

EATING FOR HEALTH

Outcome: Reduction of diet related diseases by helping consumers achieve/maintain a healthier balanced diet

REF	OBJECTIVE	TARGET	NOTES
E12	<p><u>New objective</u></p> <p>We will support health and other relevant departments in establishing and periodically surveying standards for providing healthy meals in public sector institutions, including schools, care homes, hospitals, and prisons, and to support their work to encourage adoption of the whole school approach to food hygiene, diet, nutrition and food choice.</p>	<p><u>Existing</u></p> <p><u>Strategic Plan Target 19</u> By 2005 we will implement survey programmes to track the key nutritional components of meals in major institutions, including schools. We will work with other government departments to set targets to improve the nutritional quality of such meals in line with the UK national targets for Calorie, fat, salt, and sugar intakes.</p> <p><u>Strategic Plan Target 24</u> We will encourage all schools that have not already done so to adopt a 'whole school' approach to diet and nutrition</p> <p><u>Revision</u> These two targets will be replaced by the new objective.</p>	<ol style="list-style-type: none"> 1. The new objective reflects the FSA's role to support Health and Education Departments who lead in this policy area; the significant progress on school meal standards; and the fact that the need for improvements in other institutions has been recognised. 2 Detailed delivery activities, targets and performance indicators will be provided in the corporate plan, such as: <ul style="list-style-type: none"> • review target nutrient specifications for manufactured foods for use in schools in 2008; • update Governors' strategic framework, (with NGC) in 2007; • establish target nutrient specifications for use in institutions as required. Provide advice and sample menus as required by the lead Agency; and • support establishment of cooking clubs in schools and communities. Limited roll out of cook it! (assuming success) in 2007/8 and similar initiatives across the UK as appropriate.

CHOICE**Outcomes:**

- Effective labelling and information so that consumers are able to make informed choices about the food they purchase
- Improved consumer protection from food fraud and illegal practices

REF	OBJECTIVE	TARGET	NOTES
C1	<p><u>Existing</u></p> <p>To make it easier for consumers to make informed choices</p> <p><u>Revision</u></p> <p>To enable consumers to make informed choices</p>		See ref C2-C7: associated targets and objectives
C2		<p><u>Existing</u></p> <p><u>Strategic Plan Target 26</u></p> <p>We will set targets for improvements in consumer understanding of 'use by' information and agree a delivery plan by 2007.</p> <p><u>Revision</u></p> <p>Target is dropped.</p>	<ol style="list-style-type: none"> 1. By the end of December 2006, the Agency will have published a booklet on labelling that will incorporate explanations of the terms 'best before' and 'use by'. 2. Information on these terms is available on the Eat Well website. 3. Results from the Consumer Attitudes to food Survey 2005 indicate that consumer understanding of 'use by' information may be better than originally indicated when the target was set. To probe this further, a new question has been posed in the 2006 Consumer Attitudes Survey to get better evidence about what consumers understand by the terms 'use by'; and 'best before'. 4. It is therefore proposed to drop the target and have further activities set out in the corporate delivery plan.

CHOICE**Outcomes:**

- Effective labelling and information so that consumers are able to make informed choices about the food they purchase
- Improved consumer protection from food fraud and illegal practices

REF	OBJECTIVE	TARGET	NOTES
C3		<p><u>Existing Strategic Plan Target 27</u> We will monitor the uptake of the advice we issued in 2002 on</p> <p>i) clear labelling; ii) origin declarations; and iii) the use of marketing terms like “fresh, pure and natural”.</p> <p>We will review in 2006 the effectiveness of the impact of this advice.</p> <p><u>No revision</u></p>	<ol style="list-style-type: none">1. Work is on track.2. Surveys of products have been done to see if the guidance has been adopted by producers.3. The results have been analysed and revised Guidance on i) and ii) will shortly be issued for consultation.4. Re-issue of the Guidance on iii) will be considered in 2007.5. An intersessional paper will be prepared for the Board on the analysis of the results by end January 2007.6. Final Guidance will be ready by mid 2007.

CHOICE**Outcomes:**

- Effective labelling and information so that consumers are able to make informed choices about the food they purchase
- Improved consumer protection from food fraud and illegal practices

REF	OBJECTIVE	TARGET	NOTES
C4		<p><u>Existing</u></p> <p><u>Strategic Plan Target 29</u> We will review in 2006 how far assurance schemes have adopted our guidance. By 2008 we will publish a compendium of information about assurance schemes so that consumers can compare the standards they deliver.</p> <p>To note: The first part of the target is on track to be completed end of December 2006.</p> <p><u>Revision</u></p> <p>The remaining part of the target (to 2008) is dropped.</p>	<ol style="list-style-type: none"> 1. The Agency issued guidance on Assurance Schemes in 2003. This was to ensure clarity for consumers faced with a plethora of commercial assurance schemes. This guidance has been reviewed. 2. The proposal to discontinue the work on the 2nd part of the target is because the useful life of any such compendium is likely to be quite short given the potential for changes in the market. 3. Consumers wishing to access detailed information on particular assurance schemes can generally obtain the information from retailers and producers.

CHOICE**Outcomes:**

- Effective labelling and information so that consumers are able to make informed choices about the food they purchase
- Improved consumer protection from food fraud and illegal practices

REF	OBJECTIVE	TARGET	NOTES
C5		<p><u>No existing target</u></p> <p><u>Proposed new target:</u> By the end of 2008, we will recommend a national scheme for publishing information to consumers on food hygiene in food businesses based on evidence from a series of pilots working in partnership with local authorities.</p>	<ol style="list-style-type: none">1. The FSA sponsored pilot schemes (“Scores on the Doors”) will contribute to the existing objectives of reducing foodborne illness further [Ref F6] and enabling consumers to make informed choices, and the new objective proposed in the How We Will Deliver chapter of being an effective and proportionate regulator [Ref D1]2. Evidence from other schemes, along with the FSA-sponsored projects, will be used to develop the recommendations.
C6	<p><u>New objective</u> We will press for simplification of existing EC food labelling legislation within the European labelling review and encourage an approach that delivers clear labelling and information for the consumer.</p>		<p>This is a major EC initiative, launched in March 2006 and a broad statement to set out our negotiating aim is proposed for the work.</p>

CHOICE**Outcomes:**

- Effective labelling and information so that consumers are able to make informed choices about the food they purchase
- Improved consumer protection from food fraud and illegal practices

REF	OBJECTIVE	TARGET	NOTES
C7	<p><u>Existing</u> To ensure that the regulation of food supplements and health claims is based on evidence and is proportionate</p> <p><u>Revision</u> To ensure that the regulation of food supplements is based on the best available evidence and is proportionate, for informed consumer choice.</p>	<p><u>Existing</u> <u>Strategic Plan Target 31</u> We will press for a proportionate, safety-based approach to the European regulation of food supplements.</p> <p><u>Revision</u> Target is dropped and now covered by the new objective</p>	<ol style="list-style-type: none">1. The existing objective and target needs to be reviewed in light of external factors, such as the Commission's timetable and taking account of the principles of better regulation.2. A new objective is proposed and we will work with the Better Regulation Executive to determine the impact on industry of future Commission proposals for setting maximum levels of vitamins and minerals in supplements.3. Publication of proposals is dependent on the Commission timetable (publication within 2 years) and delivery targets will be developed for the corporate and internal business plans.

CHOICE

Outcomes:

- Effective labelling and information so that consumers are able to make informed choices about the food they purchase
- Improved consumer protection from food fraud and illegal practices

REF	OBJECTIVE	TARGET	NOTES
C8	<p><u>Existing</u> To help people with food allergies and intolerances to make the food choices they need to make</p> <p><u>Revised</u> To develop appropriate policies and standards to help to ensure safety and choice for food allergic and food intolerant consumers</p>	<p><u>Existing</u> Strategic Plan Target 13 (met) We will develop by 2006 guidance on appropriate and proportionate use of label statements to warn allergic consumers of the risk of contamination with nuts or sesame seeds. In doing this, we will build on existing guidance, and will ensure that the guidance is also relevant to other allergens</p>	<ol style="list-style-type: none">1. The existing objective and target is within 'Food Safety' of the Strategic Plan (see ref F13).2. A new outcome-focussed objective to replace the existing one is proposed. This articulates more clearly, our aim of ensuring food allergic/intolerant consumers are protected and are able to exercise the choices they need to make.3. To take this work forward, targets will be developed for the corporate plan related to issuing advice and guidance based on scientific research in the areas of allergies, intolerance and reactions to foods and food ingredients.4. For this reason, it is proposed that the work is brigaded under the Choice aim.
C9	<p><u>Existing</u> To protect consumers from food fraud and illegal practices</p>		<ol style="list-style-type: none">1. See ref C10–C12: associated targets.2. This objective will be placed on the opening page of the Choice chapter to give it greater prominence.

CHOICE**Outcomes:**

- Effective labelling and information so that consumers are able to make informed choices about the food they purchase
- Improved consumer protection from food fraud and illegal practices

REF	OBJECTIVE	TARGET	NOTES
C10		<p><u>No existing target</u></p> <p><u>Revision – new target</u> We will implement an action plan to deliver the recommendations of the Food Fraud Task Force by the end of 2010.</p>	<ol style="list-style-type: none">1. Major food fraud can be damaging to consumer confidence in food, the reputation of the food industry, and sometimes has public health implications.2. Food fraud can also have a significant impact on the Agency's ability to carry out its strategic obligations by tying up significant resource in often lengthy and complex investigations.3. A new strategic target relating to the Food Fraud Task Force is proposed4. The Task Force will consider and report on all issues which are likely to significantly impact on food fraud and in particular to consider the current controls in place, and their suitability to control and deter food fraud.5. The Task Force will initially focus on the meat sector and draw lessons, which will then be expanded more broadly, to the rest of the food industry.6. The recommendations of the Task Force will be reported by end of October 2007.

CHOICE**Outcomes:**

- Effective labelling and information so that consumers are able to make informed choices about the food they purchase
- Improved consumer protection from food fraud and illegal practices

REF	OBJECTIVE	TARGET	NOTES
C11		<u>Strategic Plan Target 33</u> In the light of evidence of trends in food fraud and other major local authority food law investigation work, we will review in 2007 the cost-effectiveness of our current approach, including take-up of the 'fighting fund' to support local authority fraud investigations and the work of the Illegal Meat Task force, and change our approach if necessary. <u>No revision</u>	<ol style="list-style-type: none">1. Work is currently on track.2. Follow on work will be incorporated into the new target relating to the Food Fraud Task Force (see ref C10).

CHOICE**Outcomes:**

- Effective labelling and information so that consumers are able to make informed choices about the food they purchase
- Improved consumer protection from food fraud and illegal practices

REF	OBJECTIVE	TARGET	NOTES
C12		<p><u>Existing Strategic Plan Target 35</u> We will improve controls and support enforcement officers dealing with illegal imports. In particular we will, by 2006, secure increases over 2003 baselines for sampling checks (+25%) and checks at ports on non-animal food products (+50%). We will then set targets for further improvements.</p> <p><u>Revision – new target</u> A new target will be developed to reflect our approach to regulation and enforcement, supporting risk-based and proportionate action by our enforcement partners.</p>	<p>1. Initial analysis suggests that the 25% target for increase in sampling checks has been exceeded (approx 72%) but the 50% target will not be met. Further analysis of the data is being carried out.</p> <p>2. However, evidence to date suggests that the 50% target is no longer appropriate, because:</p> <ul style="list-style-type: none"> • the level of checks being carried out at ports is generally proportionate and risk based; • there are very low numbers of unsatisfactory sample results compared to actual samples taken at point of entry; and • higher than expected levels of checks on imported foods have been carried out by inland local authorities. <p>3. The new target will be set in consultation with local authorities, once we have completed analysis of the data on checks, and included in the corporate delivery plan.</p>

HOW WE WILL DELIVER

Outcome: Economic, efficient and effective in the discharge of our responsibilities as a non-Ministerial Government Department and independent regulator

REF	OBJECTIVE	TARGET	NOTES
D1	To be an effective and proportionate regulator, intervening to protect consumers and their interests where the market is not effective, and where the benefits justify action	By the end of 2008, we will recommend a national scheme for publishing information to consumers on food hygiene in food businesses based on evidence from a series of pilots working in partnership with local authorities.	See ref C5.
D2		The FSA will reduce the net administrative burden of its regulations by £11.9 million by the end of April 2010.	1. This excludes regulatory interventions that only apply on devolved countries. 2. Relevant performance indicators and interim targets will be set in the corporate plans for 2007/08 and subsequent years.
D3		We will work with the food industry, local authorities and other stakeholders to improve mechanisms for preventing and responding to incidents, by mid 2008.	See ref F12: associated targets and objective
D4		We will develop effective interventions to tackle food safety problems at source before they become incidents, by the end of 2010.	

HOW WE WILL DELIVER			
Outcome: Economic, efficient and effective in the discharge of our responsibilities as a non-Ministerial Government Department and independent regulator			
REF	OBJECTIVE	TARGET	NOTES
D5		We will develop a new enforcement policy for wine standards by the end of 2007, including greater use of risk-based and targeted inspections.	Relevant performance indicators will be set in the corporate plan for 2007/08.
D6	To review arrangements for recovering costs from those parts of the food industry for which the FSA undertakes controls with a view to progressively moving towards full cost recovery where this is appropriate and feasible.	We are reviewing the delivery of official controls in meat premises, to ensure that they provide targeted, risk-based and proportionate consumer protection in a way that represents value for money for citizens and the industry. The review will report to the Board in July 2007.	Further high level and subsidiary targets, incorporating a regulatory vision for meat production in the UK, will be developed once the Board has indicated its preferred option.
D7	To deliver effective action on risks to public health and consumers' other interests in relation to food, through working better with our partners in the enforcement and business communities and in the voluntary sector.	We will work in partnership with local authorities with the aim of achieving year on year improvements in businesses' compliance with food law. In particular, we will by end of April 2011 – through the provision of guidance and support to small retail and catering businesses – ensure that 75% of UK food establishments have fully compliant food safety management procedures.	See ref F5

HOW WE WILL DELIVER			
Outcome: Economic, efficient and effective in the discharge of our responsibilities as a non-Ministerial Government Department and independent regulator			
REF	OBJECTIVE	TARGET	NOTES
D8		We will develop and deliver a new, outcome-focused and risk-based approach to food law enforcement in food premises, working in partnership with local authorities ³ . This will be fully implemented in financial year 2008/09.	Corporate plans for 2007/08 and subsequent years will include performance indicators covering the current reviews of the food law framework agreement, enforcement policy, monitoring (see ref F7) and audit that will underpin this new approach.
D9	To be the most used and most trusted source of advice on food safety and information about food and nutrition		<ol style="list-style-type: none"> 1. Measurements are currently made and targets will be set by the end of March 2007 relating to the Consumer Attitudes Survey. 2. This will be followed by targets relating to other consumer-focussed activities, and around reputational research.
D10	To further develop and deliver an infrastructure that allows us to work better with national, regional and local government in all four countries of the UK, and with local and community groups.	We will develop our FSA Regional Presence (currently in four Regions) to cover the Government Offices in each of the nine English Regions.	<ol style="list-style-type: none"> 1. The speed of roll-out to the nine regions may depend on available funding and will be kept under review. 2. Building on our experiences of working with partners at local level in Scotland, Wales and Northern Ireland, we will develop specific indicators of effective joint working for different policy areas for inclusion in our corporate plans for 2007/08 and subsequent years.

³ The Board considered paper [PRO/06/10/02] on 'Food Law Enforcement by Local Authorities: The New Vision' at the October Board meeting. Available on the website at: <http://www.food.gov.uk/multimedia/pdfs/pro061002a.pdf>

HOW WE WILL DELIVER			
Outcome: Economic, efficient and effective in the discharge of our responsibilities as a non-Ministerial Government Department and independent regulator			
REF	OBJECTIVE	TARGET	NOTES
			3. See also ref F8, E10
D11		We will continue to be responsive to the aims and objectives of the devolved administrations in Scotland, Wales and Northern Ireland, working in partnership with those administrations on shared objectives. In order to deliver greater transparency, we will from 2007/8 publish annual corporate plans for our work in Scotland, Wales and Northern Ireland.	
D12	To further develop and deliver an infrastructure that allows us to work better with EU and international institutions.		The executive team is conducting a review of the FSA's international engagement strategy – this will lead to the development of new performance indicators and/or targets for consideration by the Board in April 2007.
D13	To ensure that the FSA meets its various statutory obligations and fulfils its role as a UK	We will produce (and publish) an annual sustainable development plan and deliver against it.	This will include how we develop our policies and how we run our business.

HOW WE WILL DELIVER			
Outcome: Economic, efficient and effective in the discharge of our responsibilities as a non-Ministerial Government Department and independent regulator			
REF	OBJECTIVE	TARGET	NOTES
D14	Government Department, being <u>economic, efficient and effective</u> in doing so. [Objective revised (see underlining) to reflect suggestions from Board workshop]	We will: <ul style="list-style-type: none"> • control input costs • use resources efficiently • apply resources in accordance with Strategic Plan priorities and risks. 	Corporate plans will include relevant performance indicators (and targets where appropriate) e.g. for improvements in business processes, in the efficiency and effectiveness of transactional activity, and in the way we use information and information technology.
D15	We will continue to be an open and evidence-based organisation, using our independent voice to deliver consumer protection.		Relevant performance indicators and interim targets will be set in the corporate plans for 2007/08 and subsequent years, relating to: <ul style="list-style-type: none"> • tracking the implementation of arrangements to improve the governance of science, with particular emphasis on how the organisation uses evidence in decision-making; • the delivery of our core value of being open and accessible and being an independent voice, drawing in particular on the review of openness to be discussed by the Board in February 2007; and • A key measure of the effectiveness of our independent voice will be the extent to which we continue to build consumer and stakeholder trust (see ref D9).

HOW WE WILL DELIVER

Outcome: Economic, efficient and effective in the discharge of our responsibilities as a non-Ministerial Government Department and independent regulator

REF	OBJECTIVE	TARGET	NOTES
D16	We will seek to be a good employer, making the best use of our diverse talent. We will deliver a safe, secure, compliant and sustainable working environment for all FSA colleagues, contractors and visitors.		Relevant performance indicators and interim targets will be included in corporate plans from 2007/8 onwards. These will encompass: <ul style="list-style-type: none">• the development and training of staff;• diversity;• staff performance management; and• maintaining Investors in People accreditation.• See ref D13.

DETERMINING STRATEGIC DIRECTION FOR THE MEAT HYGIENE SERVICE

OUTLINE DOCUMENT

Background

1. The Meat Hygiene Service (MHS) Board is charged in its Terms of Reference with setting strategic direction for the MHS, on behalf of the FSA Board. However, the MHS is a delivery body and the MHS Board recognises that MHS strategic direction cannot be set in isolation from FSA and Defra policy aims. The MHS Board therefore held a strategic workshop on 26/27 September 2006 with invited MHS, FSA and Defra officials to consider the future policy landscape and delivery models.

Scope

2. In considering strategic direction for the MHS, the MHS Board deemed the scope of the MHS role to be:
 - Delivering official controls in relation to meat production as required by EU legislation to protect consumers;
 - Animal disease surveillance at slaughterhouses;
 - Monitoring animal welfare at slaughter.

Long Term (10-20 years) Regulatory Vision

3. The MHS Board's long term regulatory vision is founded on the premise that regulation of meat production should be risk-based and dealt with as for any other food, whilst recognising that there are specific animal health and welfare issues which do not apply to the vast majority of other foods. This vision requires Food Business Operators (FBOs) to take on more responsibility and more tasks. FBOs could earn autonomy with 'lighter touch' audit/ inspection where there is evidence of compliance. FBOs would be required to implement effective whistleblowing practices. Such a partnership approach would mean that full cost recovery of lower cost regulation could be more realistically attained. Strong powers to intervene with non-compliant FBOs would be required to protect consumers, and could include revoking their FSA (their Competent Authority) approval to operate.
4. Flexible use of veterinarians in a joined-up farm to cutting plant approach would allow appropriate interventions to be made at the most effective point in the food chain, not just in slaughterhouses. The career paths of government veterinarians could be managed centrally across this delivery landscape to broaden

experience, improve retention and improve flexibility and preparedness for managing animal health and food emergencies.

5. New technology could assist with the cost-effective collection of data on animal health, which could radically improve the way in which animals are reared to produce high quality, safe meat.
6. This long term regulatory vision would require both FBO and regulatory staff to have the right skills and powers to do their respective jobs competently.

Short Term (0-3 years) Activities

7. In order to achieve the long term regulatory vision, there are a number of tasks that can be undertaken in the next three years to start moving in the desired direction.
8. The current regulatory process should be mapped against the desired outcomes by FSA and MHS in consultation with Defra. This would help to accelerate the process of moving to a risk-based regulatory regime, underpinned by research evidence. This regime should include a transparent process that would lead to earned, limited autonomy, using the provisions that already exist in the new Regulations.
9. The key vehicle for delivering the long term regulatory vision is the EU Food Hygiene Regulations. It is expected that negotiations on changes to the Regulations will commence in earnest in 2007. FSA work on establishing the UK's desired changes, and in fully engaging key players in Europe, should commence ahead of this.
10. Low cost regulation cannot be achieved under the current charging and operating regime, but there are activities that could lead to more efficient use of MHS resources that are being/ should be explored. As well as risk-based enforcement, these include:
 - reviewing delivery mechanism options, for example control bodies;
 - ensuring that audit, inspection and enforcement are all risk-based; and
 - exploring opportunities for providing spare veterinary services to other government bodies in order to maximise the efficient deployment of MHS Official Veterinarians when they are no longer required to be present full time in slaughterhouses.
11. The views of all the devolved administrations – Scotland, Wales and Northern Ireland – and Defra must be taken into account in pursuing these activities, recognising the balance between delivering official controls consistently across

the UK and embracing the diversity of the different agriculture, meat production and legislative landscapes.

Strategic Aims

12. Delivering the long term regulatory vision will require FSA and MHS focus on the following strategic aims:

- Consumers must always be satisfied that the regulatory regime ensures that meat is as safe as possible and animal welfare at slaughter is protected;
- A risk and evidence-based, proportionate regulatory regime should be established, based on partnership working with FBOs;
- The regulatory regime should be based on full cost recovery;
- Both FBO and regulatory staff should have the right skills and powers to do their respective jobs competently;
- The outcomes of the regulatory regime should be defined, measured and evaluated.

Conclusion/ Next Steps

13. This outline document describes the MHS Board's long term vision for the regulation of meat production, and associated animal health and welfare tasks. The long term regulatory vision needs to be supported by the FSA Board and other key partners and will be the keystone of MHS strategic direction. The document also identifies short term activities for the MHS and FSA aligned with the long term vision, and strategic aims that will keep future policy and delivery work focused on achieving the long term regulatory vision. MHS service delivery in line with the long term regulatory vision will be set out in a three-year corporate plan, against which performance will be monitored by the MHS Management Board and assessed by the MHS Board.