

## MHS Corporate Business Plan 2007/08 – 2009/10

### 1 Issue

- 1.1 Approval of the MHS Corporate Business Plan (Annex A), incorporating the Corporate Objectives and Balanced Scorecard.

### 2. Background

- 2.1 Comments have been received from MHS Board members on the Intersessional Paper circulated on 29 January. These have been considered by the MHS and incorporated into the Corporate Business Plan and Balanced Scorecard, where appropriate.
- 2.2 In line with the FSAs new approach to published planning documents, the Corporate Business Plan covers a three year period, but will be reviewed and reissued annually.
- 2.3 Consultation on the introduction of a performance management framework comprising of corporate objectives and the balanced scorecard took place in December 2005/January 2006. The consultation and MHS Board supported the new approach for 2006/07, which has been repeated for 2007/08 following favourable comments. There will be no further consultation on the revised FSA strategic plan, nor on the FSA Corporate Plan.
- 2.4 The Vision, Purpose and Objectives within the plan reflect the MHS Board's long term regulatory vision, which has been agreed by the FSA Board and will be included in the revised FSA Strategic Plan. The regulatory vision is also included in the MHS Business Plan.
- 2.5 Progress on performance against the indicators contributing to achievement of the Corporate Objectives will be reported to the Senior Management Team monthly and to each meeting of the MHS Board. The high level indicators on the Corporate Balanced Scorecard are underpinned by detailed Directorate-level activities and sub-indicators. Any key reporting issues will be highlighted in the Balanced Scorecard executive summary sections and, where applicable, in the Exception Reports.

**3. Next Steps**

- 3.1 Following MHS Board approval of the Corporate Business Plan, it will be printed for issue to all MHS staff and veterinary contractors, and will be published on the FSA website.

**4. Recommendation**

- 4.1 The MHS Board is recommended to:

- **Approve** the 2007/08 MHS Corporate Business Plan including the Corporate Objectives, and;
- **Note** that progress on performance against the Corporate Objectives will be reported at each MHS Board meeting.

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# ANNEX A

## **CORPORATE BUSINESS PLAN 2007/08 – 2009/10**

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## Chief Executive's Foreword

I joined the Meat Hygiene Service (MHS) as Chief Executive on 22 January 2007 and I am delighted to present the MHS Corporate Business Plan outlining our immediate priorities for 2007-08, and offering some insight into our longer term goals and objectives.

Whilst I have only been Chief Executive for a short period, I have been impressed by the commitment and professionalism of our staff and contractors. I am looking forward to meeting customer requirements and new challenges.

Our overall financial management remains good – we have kept within our operating budget for 2006/07. However, it is essential that we continue to seek more efficient, effective and sustainable ways of working whilst continuing to protect consumers. Strong partnerships that coordinate effort and make the most efficient use of resources are essential to deliver our cross-cutting objectives.

As well as substantially meeting the objectives for 2006/07, MHS staff also provided valuable support to Defra during two outbreaks of the highly pathogenic H5N1 Avian Influenza.

Whilst there were a small number of breaches of BSE controls during 2006/07, compliance remains exceptionally high at 99.99%. However, our staff have been reminded of the importance and priority of BSE controls.

2006/07 saw the commencement of the FSA Review of models for Delivering Official Controls in approved meat premises. The first phase of the project, delivered in February 2007, provided the FSA Board with various options to review and select a number for further analysis in Phase 2. The FSA Board will agree the way forward in July 2007. We will continue to work with the FSA on this Review Programme.

Consumer protection and animal health and welfare will continue to be our key priorities for 2007/08. To improve our performance we will continue to invest in support and training for our staff, notably through the delivery of a Leadership Development Programme.

I am confident that through the hard work of our staff and contractors, 2007/08 will be another successful year for the MHS.

**Steve McGrath**  
**Chief Executive**  
**April 2007**

## Strategic Context

### Long Term (10-20 years) Regulatory Vision

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.

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.

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.

## Vision

### Safe meat produced from well cared for, healthy animals

MHS recognises that its role is part of the wider meat production chain and that to be successful it is important to work with stakeholders throughout the chain.

## Purpose

**To provide assurance to consumers that all domestic meat and meat products in GB are safe and that risks to animal health and welfare are monitored and controlled.**

The MHS is an Executive Agency of the Food Standards Agency. Through the proportionate enforcement of GB and European legislation in approved fresh meat premises, the MHS is responsible for the protection of public health and animal health and welfare.

We provide verification, audit and meat inspection services in approved slaughterhouses, cutting plants, catering butchers, farmed and wild game facilities and co-located minced meat and meat products premises. The MHS has a statutory duty to provide these services on demand, 24 hours a day, 365 days a year throughout England, Scotland and Wales.

## Corporate Objectives

The following Corporate Objectives for 2007/08 support achievement of the MHS Vision. There is no implied order of importance.

- 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**

The MHS has a wide variety of customers (including Food Business Operators and Government Departments), and stakeholders (including staff, contractors and consumers), with individual and collective interests in what we do and how well we



<p><b>Customers &amp; Stakeholders</b></p> <p>Deliver customer requirements</p>		<p><b>Finance</b></p> <p>Operate within budget</p>
	<p><b>Vision:</b></p> <p><b>Safe meat produced from well cared for, healthy animals</b></p>	
<p><b>People</b></p> <p>Equip staff with skills, knowledge and information</p>		<p><b>Internal Processes &amp; Efficiency</b></p> <p>E-enable all MHS processes</p> <p>Improve efficiency</p>

MHS performance is monitored using a RAG (**RED, AMBER, GREEN**) system. Each indicator is assessed against specified levels of performance and assigned a RAG status.

**GREEN** - performance is on track to achieve or exceed planned target.

**AMBER** - performance is below the desired level of performance, but actions and resources are in place to return performance to the desired level without further intervention.

**RED** - will mean that performance is below the desired level of performance and the action plan and resources in place may not be sufficient to return to the desired level, necessitating further intervention.

An Exception Report is completed for any indicator showing Red or Amber status to explain the reasons why the Indicator is not on target and the action proposed to return it to the desired level of performance.

The MHS reports performance to the MHS Senior Management Team on a monthly basis and to each meeting of the MHS Board (on behalf of the FSA Board).

## The Corporate Balanced Scorecard

<b>CUSTOMERS AND STAKEHOLDERS</b>			
<b>Corporate Objective No</b>	<b>Indicator</b>	<b>Lead Directorate</b>	<b>Target</b>
1	Establish & deliver customer requirements as set out in SLAs and provide assurance on delivery standards.  BSE controls Hygiene Animal Health & Welfare, including notifiable disease surveillance	Ops/Vetec	<b>Agree and deliver all SLA requirements with policy customers and in accordance with the priorities framework</b>
2	Implementation of legislative changes	Vetec	<b>Implement in accordance with timetable</b>
3	Meet FBO requests to move from a PIA system to PMHI system	Ops	<b>Deliver FBO requirements to agreed timescale.</b>
4	Customer Satisfaction	CSD	<b>Maintain or improve current levels</b>
5	Charter Mark	CSD	<b>Maintain accreditation</b>
6	ISO 9001	CSD	<b>Maintain accreditation</b>

<b>Finance</b>			
<b>Corporate Objective No</b>	<b>Indicator</b>	<b>Lead Directorate</b>	<b>Target</b>
7	Produce 2006/07 Annual Report and Accounts	CSD	<b>Clean audit certificate. Lay report before Parliament before summer recess</b>
8	Operate within budget for the financial year	CSD	<b>Within budget</b>

<b>Internal Processes and Efficiency</b>			
<b>Objective No</b>	<b>Indicator</b>	<b>Lead Directorate</b>	<b>Target</b>
9	Improve processes relating to management of information flows	Ops	<b>Deliver in accordance with agreed project plan.</b>
10	IS/IT Strategy	CSD	<b>Develop strategy for 2007-2010. Deliver Year 1 of strategy</b>
11	Operational Resource Strategy	Ops	<b>Develop and implement strategy</b>
12	Review of delivery models	Ops	<b>Complete Project A to satisfaction of FSA Board</b>

<b>People</b>			
<b>Objective No</b>	<b>Indicator</b>	<b>Lead Directorate</b>	<b>Target</b>
13	Deliver HR policy programme	CSD	<b>Deliver programme against agreed timetable</b>
14	Deliver training and development programme	CSD	<b>Deliver programme against agreed timetable</b>
15	Develop & implement H&S Strategy	CSD	<b>Develop and deliver strategy against agreed timetable</b>
16	Set performance standards for OV's and MHIs and monitor effectiveness	Vetec	<b>Deliver programme against agreed timetable</b>
17	Investors In People	CSD	<b>Maintain accreditation</b>

18	Equality & Diversity Strategy	CSD	<b>Develop and deliver Strategy against agreed timetable</b>
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## Risk Management

Anything that may prevent the MHS from achieving a business objective is considered to be a 'risk'. The MHS accepts that it is not possible to run its business in a risk free environment, and makes contingency plans as necessary.

The MHS risk management process puts efficient processes in place to provide reasonable assurance that business objectives can be achieved reliably. The Senior Management Team considers effective risk management to be an essential factor in the successful management of its business.

The MHS approach to risk management:

- raises risk awareness throughout the MHS, promoting local understanding of risk, and embedding a risk management culture throughout the organisation;
- contributes positively to, and is integrated with, the MHS Business Planning process;
- promotes local ownership of, and action on, risk;
- includes accountability and risk ownership as an essential part of risk management;
- prioritises risk based on the likelihood and impact;
- enables the Senior Management Team to manage effectively the strategic risks to the business.

Risk Registers record risks at four levels, as follows:

- Area and Team level;
- Regional and Unit/Department level;
- Directorate level;
- Senior Management Team level.

Risk Registers are formally reviewed on a regular basis. Exceptions are reported and managed through normal management reporting channels.

Corporate level risks are managed by the Senior Management Team and are reviewed monthly. Such risks may include business continuity issues (for example, industrial action or an animal disease outbreak), health & safety, major projects, finance and IT.

The Audit Committee is responsible for verifying that risk and change in risk is monitored. It also receives assurances about risk management and comments on the appropriateness of the risk management and assurance processes in place.

## Annex 1: 2006/07 Performance

At the time of publication, it appeared that the MHS was on track to achieve x out of 6 Corporate Objectives.

**Objective 1:** To deliver customer requirements, as set out in our Service Level Agreements.

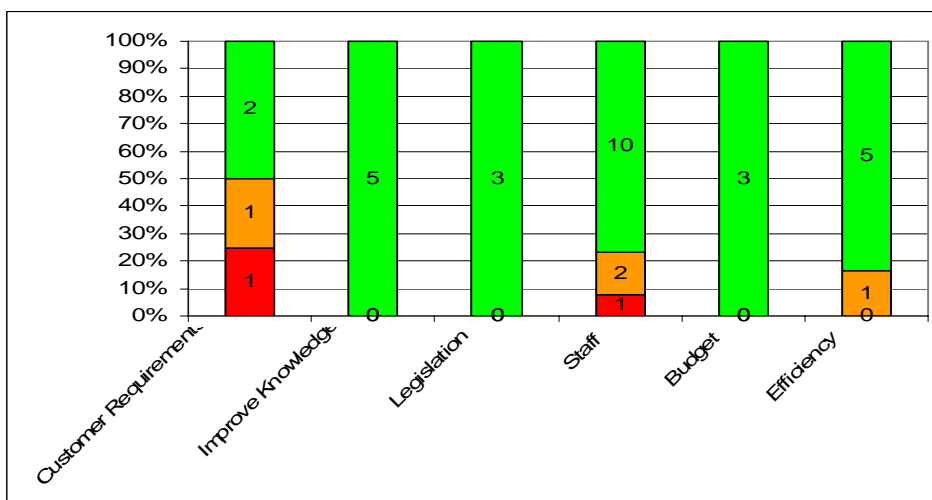
**Objective 2:** To improve consumer, government and industry knowledge and understanding of our work, and satisfaction with our service delivery.

**Objective 3:** To embed legislative changes, in particular the EU Food Hygiene Regulations.

**Objective 4:** To equip all our staff with the necessary skills, knowledge and information to enable them to deliver our services effectively.

**Objective 5:** To operate within delegated resource budget and delegated cash budget for 2006/07.

**Objective 6:** To improve efficiency.



## Glossary of Terms

BSE	Bovine Spongiform Encephalopathy
CSD	Corporate Services Directorate
Defra	Department for Environment, Food and Rural Affairs
EU	European Union
FBO	Food Business Operator
FSA	Food Standards Agency
MHS	Meat Hygiene Service
MHI	Meat Hygiene Inspector
Ops	Operations Directorate
OV	Official Veterinarian
PIA	Poultry Inspection Assistant
PMHI	Poultry Meat Hygiene Inspector
RAG	Red Amber Green
SLA	Service Level Agreement
VetTec	Veterinary & Technical Directorate

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Internal Processes & Efficiency

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Consumer protection and animal health and welfare will continue to be our key priorities for 2007/08. To improve our performance we will continue to invest in support and training for our staff, notably through the delivery of a Leadership Development Programme.

I am confident that through the hard work of our staff and contractors, 2007/08 will be another successful year for the MHS.

**Steve McGrath**  
**Chief Executive**  
**April 2007**

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<#>Intro – Steve McGrath

<#>Summary of performance 2006/07

<#>Corporate Business Plan covers the next 3 years.

<#>What we will concentrate on for next 3 years. Consumer protection is our key priority.

<#>Key activities for 2007/08 will be....

## Strategic Context

### Long Term (10-20 years) Regulatory Vision

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## Purpose

To provide assurance to consumers that all domestic meat and meat products in GB are safe and that risks to animal health and welfare are monitored and controlled.

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We provide verification, audit and meat inspection services in approved slaughterhouses, cutting plants, catering butchers, farmed and wild game facilities and co-located minced meat and meat products premises. The MHS has a statutory duty to provide these services on demand, 24 hours a day, 365 days a year throughout England, Scotland and Wales.

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## Corporate Objectives

The following Corporate Objectives for 2007/08 support achievement of the MHS Vision. There is no implied order of importance.

**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.

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The MHS has a wide variety of customers (including Food Business Operators and Government Departments), and stakeholders (including staff, contractors and consumers), with individual and collective interests in what we do and how well we

do it. Communicating effectively with all our customers and stakeholders is essential in building their confidence with MHS service delivery.

Staff are our most valuable resource and it is essential that our workforce, of over 2,000 people, is respected and have the right skills and experience necessary to deliver our services.

The MHS will e-enable its processes through the implementation of further IT systems, for example, improved transaction processing, electronic forms and improving stakeholder access to online MHS services.

To verify achievement of the Corporate Objectives, a number of supporting activities, indicators and targets have been identified, and are organised in a Balanced Scorecard.

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## Performance Indicators & Targets

The MHS is continuing to use the Balanced Scorecard approach to performance management which was implemented in 2006/07.

The Balanced Scorecard translates the MHS Purpose into four key areas:

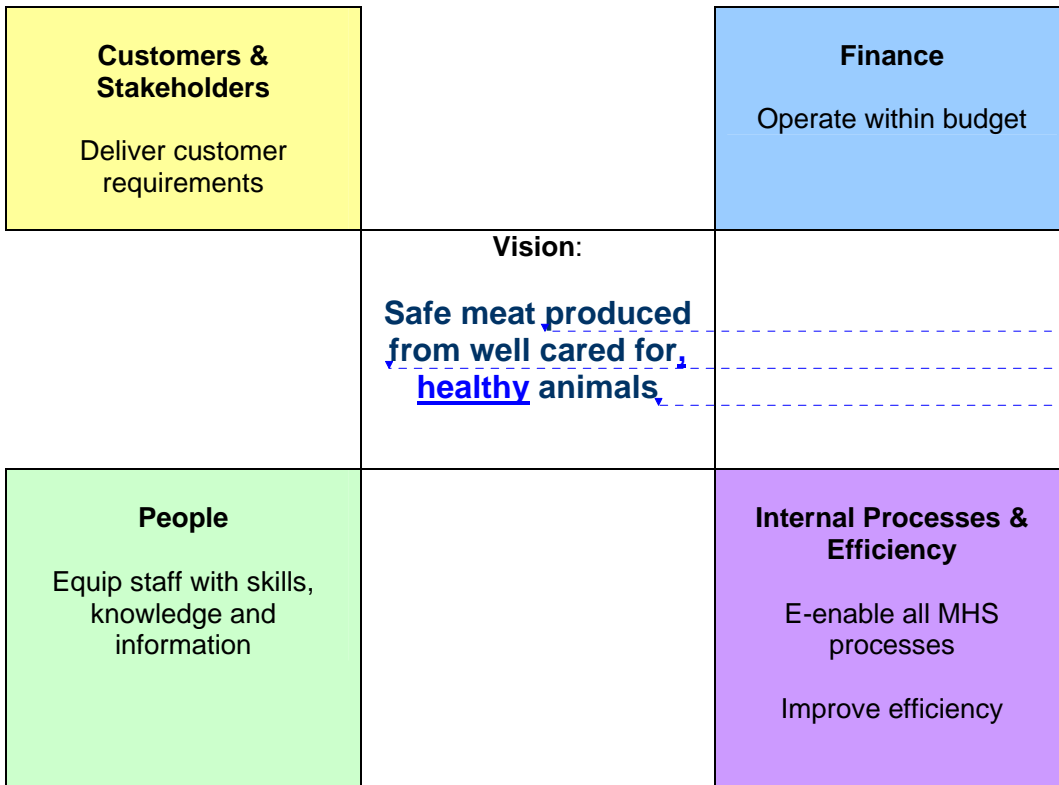
- Customers & Stakeholders
- Finance
- People
- Internal Processes & Efficiency

CUSTOMERS AND STAKEHOLDERS											
Area	Indicator	Target	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Customer Satisfaction	Customer Satisfaction Score	85%	85%	85%	85%	85%	85%	85%	85%	85%	85%
Customer Retention	Customer Retention Rate	95%	95%	95%	95%	95%	95%	95%	95%	95%	95%
Customer Engagement	Customer Engagement Score	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%
Customer Feedback	Customer Feedback Score	80%	80%	80%	80%	80%	80%	80%	80%	80%	80%
Customer Loyalty	Customer Loyalty Score	85%	85%	85%	85%	85%	85%	85%	85%	85%	85%
Customer Retention	Customer Retention Rate	95%	95%	95%	95%	95%	95%	95%	95%	95%	95%
Customer Satisfaction	Customer Satisfaction Score	85%	85%	85%	85%	85%	85%	85%	85%	85%	85%
Customer Engagement	Customer Engagement Score	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%
Customer Feedback	Customer Feedback Score	80%	80%	80%	80%	80%	80%	80%	80%	80%	80%
Customer Loyalty	Customer Loyalty Score	85%	85%	85%	85%	85%	85%	85%	85%	85%	85%

Listed within each of the quadrants are the Corporate Performance Indicators and Targets which we will aim to achieve during 2007/08 to ensure we achieve our Objectives.

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Each Directorate manages their own Balanced Scorecard which supports the Corporate Balanced Scorecard. Individual staff objectives link into the Directorate Balanced Scorecards, which allows staff to easily see how their work contributes to the Corporate Objectives and Vision.



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MHS performance is monitored using a RAG (**RED**, **AMBER**, **GREEN**) system. Each indicator is assessed against specified levels of performance and assigned a RAG status.

**GREEN** - performance is on track to achieve or exceed planned target.

**AMBER** - performance is below the desired level of performance, but actions and resources are in place to return performance to the desired level without further intervention.

**RED** - will mean that performance is below the desired level of performance and the action plan and resources in place may not be sufficient to return to the desired level, necessitating further intervention.

An Exception Report is completed for any indicator showing Red or Amber status to explain the reasons why the Indicator is not on target and the action proposed to return it to the desired level of performance.

The MHS reports performance to the MHS Senior Management Team on a monthly basis and to each meeting of the MHS Board (on behalf of the FSA Board).

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## The Corporate Balanced Scorecard

### CUSTOMERS AND STAKEHOLDERS

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<u>Corporate Objective No</u>	<u>Indicator</u>	<u>Lead Directorate</u>	<u>Target</u>
1	Establish & deliver customer requirements as set out in SLAs and provide assurance on delivery standards.  BSE controls Hygiene Animal Health & Welfare, including notifiable disease surveillance	Ops/Vetec	Agree and deliver all SLA requirements with policy customers and in accordance with the priorities framework
2	Implementation of legislative changes	Vetec	Implement in accordance with timetable
3	Meet FBO requests to move from a PIA system to PMHI system	Ops	Deliver FBO requirements to agreed timescale.
4	Customer Satisfaction	CSD	Maintain or improve current levels
5	Charter Mark	CSD	Maintain accreditation
6	ISO 9001	CSD	Maintain accreditation

### Finance

<u>Corporate Objective No</u>	<u>Indicator</u>	<u>Lead Directorate</u>	<u>Target</u>
7	Produce 2006/07 Annual Report and Accounts	CSD	Clean audit certificate. Lay report before Parliament before summer recess
8	Operate within budget for the financial year	CSD	Within budget

## Internal Processes and Efficiency

<u>Objective No</u>	<u>Indicator</u>	<u>Lead Directorate</u>	<u>Target</u>
9	<u>Improve processes relating to management of information flows</u>	Ops	<u>Deliver in accordance with agreed project plan.</u>
10	<u>IS/IT Strategy</u>	CSD	<u>Develop strategy for 2007-2010.</u> <u>Deliver Year 1 of strategy</u>
11	<u>Operational Resource Strategy</u>	Ops	<u>Develop and implement strategy</u>
12	<u>Review of delivery models</u>	Ops	<u>Complete Project A to satisfaction of FSA Board</u>

## People

<u>Objective No</u>	<u>Indicator</u>	<u>Lead Directorate</u>	<u>Target</u>
13	<u>Deliver HR policy programme</u>	CSD	<u>Deliver programme against agreed timetable</u>
14	<u>Deliver training and development programme</u>	CSD	<u>Deliver programme against agreed timetable</u>
15	<u>Develop &amp; implement H&amp;S Strategy</u>	CSD	<u>Develop and deliver strategy against agreed timetable</u>
16	<u>Set performance standards for OVs and MHIs and monitor effectiveness</u>	Vetec	<u>Deliver programme against agreed timetable</u>
17	<u>Investors In People</u>	CSD	<u>Maintain accreditation</u>

18	<a href="#">Equality &amp; Diversity Strategy</a>	CSD	<a href="#">Develop and deliver Strategy against agreed timetable</a>
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## Risk Management

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Anything that may prevent the MHS from achieving a business objective is considered to be a 'risk'. The MHS accepts that it is not possible to run its business in a risk free environment, and makes contingency plans as necessary.

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[The MHS risk management process puts efficient processes in place to provide reasonable assurance that business objectives can be achieved reliably.](#) The [Senior Management Team](#) considers effective risk management to be an essential factor in the successful management of its business.

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The MHS approach to risk management:

**Deleted:** Board has assessed the risk appetite for the MHS as low. In practice, this requires all risks scored as medium or high level to be referred up to the next level of risk management for a decision on how best to manage this risk, and what contingencies need to be put in place. ¶  
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 The MHS risk management process puts efficient processes in place to provide reasonable assurance that business objectives can be achieved reliably. The MHS Management Board

- raises risk awareness throughout the MHS, promoting local understanding of risk, and embedding a risk management culture throughout the organisation;
- contributes positively to, and is integrated with, the MHS Business Planning process;
- promotes local ownership of, and action on, risk;
- includes accountability and risk ownership as an essential part of risk management;
- prioritises risk based on the likelihood and impact;
- enables the [Senior Management Team](#) to manage effectively the strategic risks to the business.

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Risk Registers record risks at four levels, as follows:

- Area and Team level;
- Regional and Unit/Department level;
- Directorate level;
- [Senior Management Team](#) level.

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Risk Registers are formally reviewed on a regular basis. Exceptions are reported and managed through normal management reporting channels.

Corporate level risks are managed by the [Senior Management Team](#) and are reviewed [monthly](#). Such risks [may](#) include business continuity issues (for example,

**Deleted:** MHS

**Deleted:** Board

**Deleted:** on a regular basis.

industrial action or an animal disease outbreak), health & safety, major projects, finance and IT.

The Audit Committee is responsible for verifying that risk and change in risk is monitored. It also receives assurances about risk management and comments on the appropriateness of the risk management and assurance processes in place.

## Annex 1: 2006/07 Performance

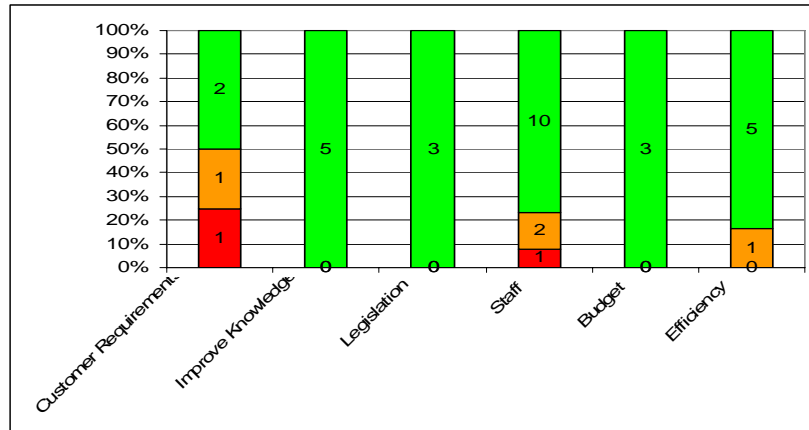
At the time of publication, it appeared that the MHS was on track to achieve x out of 6 Corporate Objectives.

**Deleted: To be updated in March**  
The MHS Board met on xx and assessed MHS performance against the Corporate Objectives set for 2006/07. It concluded that x of the 6 Corporate Objectives had been met

- Objective 1: To deliver customer requirements, as set out in our Service Level Agreements.**
- Objective 2: To improve consumer, government and industry knowledge and understanding of our work, and satisfaction with our service delivery.**
- Objective 3: To embed legislative changes, in particular the EU Food Hygiene Regulations.**
- Objective 4: To equip all our staff with the necessary skills, knowledge and information to enable them to deliver our services effectively.**
- Objective 5: To operate within delegated resource budget and delegated cash budget for 2006/07.**
- Objective 6: To improve efficiency.**

[This version highlights amendments made to the Corporate Business Plan following MHS Board and Adviser comments]

Corporate Business Plan 2007/08 – 2009/10



Deleted: Conclusion  
 Add graph showing overall RAG status of objectives for 2006/07?

## Glossary of Terms

<a href="#">BSE</a>	Bovine Spongiform Encephalopathy
<a href="#">CSD</a>	Corporate Services Directorate
<a href="#">Defra</a>	Department for Environment, Food and Rural Affairs
<a href="#">EU</a>	European Union
<a href="#">FBO</a>	Food Business Operator
<a href="#">FSA</a>	Food Standards Agency
<a href="#">MHS</a>	Meat Hygiene Service
<a href="#">MHI</a>	Meat Hygiene Inspector
<a href="#">Ops</a>	Operations Directorate
<a href="#">OV</a>	Official Veterinarian
<a href="#">PIA</a>	Poultry Inspection Assistant
<a href="#">PMHI</a>	Poultry Meat Hygiene Inspector
<a href="#">RAG</a>	Red Amber Green
<a href="#">SLA</a>	Service Level Agreement
<a href="#">VetTec</a>	Veterinary & Technical Directorate

Deleted: Update as applicable  
 BCMS . . . . . British Cattle Movement Service  
 Deleted: CCIR . Collection and Communication of Inspection Results  
 CPLU . Cost Per Livestock Unit  
 Deleted: FCI . Food Chain Information  
 Deleted: NAO . National Audit Office  
 OCDS . . . . . Older Cattle Disposal Scheme  
 OFFC . Official Feed and Food Control  
 Deleted: PRP . Performance Related pay  
 Deleted: RPA . . . . . Rural Payments Agency  
 SIR . Single Information Repository  
 Deleted: SRM . Specified Risk Material  
 TSE . . . . . Transmissible Spongiform Encephalopathy  
 Deleted: VMD . . . . . Veterinary Medicines Directorate  
 YTD . . . . . Year to Date

Owner	Ref	Issue	Comment	Action
Chrissie Dunn	1	2.2 MHS will not have its own Strategic Plan	Agree with this but think it is a context for MHS plan and should be included. It is quite brief - just copy it in since it sets scene and direction of travel.	
	2	3.3 - Scoring process.	I have no better way of doing this except that addition of all the parts does not always add up to a proper picture. Eg sometimes some parts underpin others and if the foundation stone is missing the whole lot collapses even if the parts themselves are good. So some judgement needed here in interpretation. Mgt board have to apply such judgement I think and probe beneath superficial averages.	
	3	Vision (Safe meat produced from well cared for, healthy animals)	Excellent	Noted
	4	Purpose (To provide assurance to consumers that all meat and meat products are produced hygienically and that risks to animal health and welfare are controlled.)	<p>Since I don't think hygiene covers SRM controls, I think you need '..... Products are safe and that risks to .....</p> <p>Meat can be slightly unhygienic and still safe, and can also be very hygienic and contain SRM but be unsafe!</p>	

Owner	Ref	Issue	Comment	Action
	5	Objective 3 - To e-enable all MHS processes	This deals with the bits you have full control over, as it should. However without it being able to link with better systems in eg BCMS there is no improvement for consumer protection. Where does the advocacy role come in in seeking to persuade DEFRA or BCMS to change their systems for the consumer benefit to come in? Is that MHS role? It should be - you end up with the problem!	
	6	Balanced Scorecard Indicators - Customers & Stakeholders	Not sure I understand no 3 (PIA transition to PMHIs) but ask that someone probes what is really meant by 'deliver fbo reqs. On demand, ??	
	7	Finance	Okay	
	8	Internal Processes and Efficiencies	Fine as far as it goes. You have my views on 10 (IS/IT Strategy) above.	
	9	People - Indicator 16: Set performance standards for Ovs and MHIs and monitor effectiveness	Does this include the integration of management and professional skills in the OV and the training and leadership development needs inherent in that change?	
	10	Risk Management	What role does the MHS board play in determining risk appetite, assuring itself that risk identification and management processes are ok etc. ?	

Owner	Ref	Issue	Comment	Action
	11	The Balanced Scorecard	Far too much 'monitor' and 'report' and not enough 'deliver'. If MHS are not delivering these items who is? Or is MHS only bean counting? We expect delivery I think since this is an operational organisation.	
	12		We asked some time ago for MHS to review all its processes, actions in plants etc and determine which ones contributed effectively to delivery of safer meat and which were nice extras and costly! Where is that piece of work in this programme? It is not an incidental piece of work and could potentially reduce cost.	
	13		Where is the objective to reduce costs of inspection through more efficient and effective working? Just tell me where it sits please.	
Deryk Mead	14	Format, Vision, indicators, targets	I think this looks good and format, vision, indicators and targets OK. One or two comments below.	Noted
	15		I agree it is better to have the higher level indicators. I presume there will be detailed work plans below these.	Yes, Directorate Scorecards contain more detailed activities to support the high level
	16		Ideally the business plan should tie in with the Annual Report which should say each year what we intend to do and report the following year on how we did. It may be worth looking at the two documents together.	

Owner	Ref	Issue	Comment	Action
	17		I wonder if everybody understands what we mean by "customers". In my experience there is a lot of confusion. It may be helpful somewhere to spell out who we mean. Similarly with stakeholders.	
	18		When we talk about legislative change it may be useful to mention Europe.	
Ian Reynolds	19	Objective 1 - to deliver customer requirements	Generally supportive, but: Objective 1 should additionally be: 'meet our statutory obligation'. This is separate from customer needs. The balanced scorecard must join up with detailed plans/progress reports which can be accessed to assess details of the progress.	
	20	Risk Management	Last paragraph states risks are managed on a regular basis - Meaningless - define regular - once in 10 years?	

Owner	Ref	Issue	Comment	Action
Defra Policy Teams	21	Purpose (To provide assurance to consumers that all meat and meat products are produced hygienically and that risks to animal health and welfare are controlled.)	There is common consensus amongst colleagues that we disagree with 'The Purpose' as written. We believe that FSA and Defra are responsible for providing 'assurance to consumers that all meat and meat products are produced hygienically and that risks to animal health and welfare are controlled' not the MHS. The purpose of the MHS is to provide a service to its customers by carrying the enforcement role as defined in the various SLAs. It cannot be to ensure 'risks to animal health and welfare are controlled' that is not within the MHS's powers. It is in a position to ensure that only healthy meat from well cared for animals enters the food chain; quite different from what is currently written. It is tempting to say that the purpose of the MHS is summed up succinctly by Objective 1 - to deliver customer requirements.	
	22		<p>NOTIFIABLE DISEASE</p> <p>There is also a feeling that the need for MHS to remain alert to notifiable disease is lost within the plan. We appreciate that public protection is critical but there is a vital role to be played by the MHS in remaining vigilant to these diseases for both animal and agricultural protection. Is it possible to raise the profile of this within the scorecard please?</p>	

Owner	Ref	Issue	Comment	Action
Celia Bennett	23	Format - Balanced Scorecard	<p>Given that there are gaps to be filled it is a bit difficult to comment at this stage. It is important that it is simple to follow as the finished article is to be circulated to staff, contractors, industry and consumer reps. The example of the balanced scorecard on p5 will not look the same will it and will the example be enlarged?</p> <p>Last year the balanced scorecard indicated ownership. At present it is not clear whether this will be repeated. I thought this was one way of enabling staff to see how their work contributed to the whole.</p>	
	24	Vision	I approve of the new vision although I note the reference to consumers has been removed. It will be all the more important for the Chief Executive's Foreword to stress consumer protection as a key priority.	
	25	Purpose	I think the revised Purpose is an improvement since it focuses on what MHS does and not what the FBO is supposed to do. I think first paragraph would be clearer if it were made into two sentences. Full stop after Agency. Then focus on proportionate enforcement of legislation in approved fresh meat premises. Through proportionate enforcement of legislation in approved fresh meat premises, the MHS is responsible for the protection of public health and animal health and welfare.	
	26	Objectives	Having read the Directorate Scorecard I think I understand what E-enablement is. Does everyone else understand it as an objective?	

Owner	Ref	Issue	Comment	Action
	27	High level corporate indicators and targets	I support the use of more high level indicators. These, together with their targets, are easy to follow.	