Business Committee performance report

17 March 2025

FSA BC 25-03-04

Data source:
Executive performance dashboard 3 February 2025

Contents

Operational delivery

Responsible Director: Junior Johnson
Supported by: Anjali Juneja

Food Standards Agency food.gov.uk

| Regulator | **Objective:** We **must** directly deliver official controls in meat, dairy and wine businesses (including exporters) | Overall RAG | G |

Meat, wine and dairy audit

What does overall meat food business operator (FBO) compliance show?

Measure		2024/25 Target	Previous period (Q2)	This period (Q3)	Previous RAG	This RAG
No. Meat FBO audits completed	E and W	138/Q	135*	140	G	G
	NI	4/Q	4	5	G	G
% Meat FBO audits completed by agreed timescales	E and W	90%	96.3%	96.15%	G	G
	NI	100%	100%	100%	G	G
% Meat FBOs where urgent improvement is necessary	E and W	<1.50%/M	0.13%	0.13%	G	G
	NI	<1.50%/M	0.00%	0.00%	G	G

Number of meat FBOs by compliance rating by the three nations
Good; **Generally satisfactory**; **Improvement** and **Urgent improvement necessary**

| | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 |
| 2021/22 | | | | 2022/23 | | | | 2023/24 | | | | 2024/25 | | |

Are we delivering our statutory obligations in wine premises?

Measure	Ambition	Previous period (Q2)	This period (Q3)	Previous RAG	This RAG
Visits carried out in year (quarterly)	237	295	261	G	G
Visits carried out in year (cumulative)	711	618	844	G	G

Are we delivering our statutory obligations in dairy premises?

Measure		Ambition	Previous period (Q2)	This period (Q3)	Previous RAG	This RAG
% dairy visits completed within frequency	E and W	98.40%	99%	99.35%	G	G
	NI	100%	100%	100%	G	G
RCDM sampling - % of failed samples due to harmful bacteria	E and W	0%	1.94%	1.23%	G	G
	NI	0%	100%	0%	R	G

RCDM: 1 sample failed in October with Campylobacter, no cases of illness associated and FBO ceased sales to allow for investigation. Sales only re-started once corrective action had been taken, evidenced that this had been effective and verified by FSA.

*Data updated following validation.

E and W: England and Wales | **NI:** Northern Ireland | **RCDM:** Raw Cow's Drinking Milk

Operational delivery

Regulator

Objective: We **must** directly deliver official controls in meat, dairy and wine businesses (including exporters)
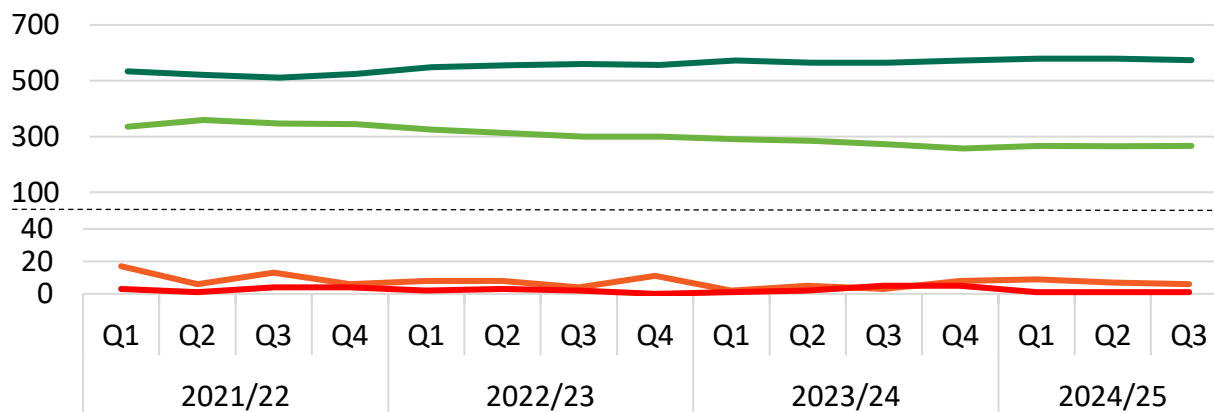
Overall RAG G

Official Controls

Do we have the right resources to deliver? (England and Wales only)

Measure	Ambition	Previous period (Q2)	This period (Q3)	Previous RAG	This RAG
% TROV workforce	0%	18%	17%	G	G
% OV workforce MRCVS	100%	82%	83%	G	G
MHI attrition (FSA)	<8%	2.6%	1.5%	G	G
MHI resourcing (EMHI vs CMHI from PP) %	50:50	42:58	44:56	A	A

TR: Temporarily Registered (with Royal College Veterinarian Surgeons - RCVS)

OV: Official Veterinarian (employed by SDP)

MRCVS: Member of the RCVS

SDP: Service Delivery Partner

CMHI: Contract Meat Hygiene Inspector

EMHI: Employed Meat Hygiene Inspector

MHI: Meat Hygiene Inspector

Approval of new meat FBOs

Are approvals of new meat establishments delivered in line with legislative requirements?

Measure		2024/25 Target	Previous period (Q2)	This period (Q3)	Previous RAG	This RAG
% conditional approvals under 3 months	E	90%	95% (25)	89% (18)	G	A
	W	90%	100% (1)	100% (2)	G	G
	NI	100%	100%	100%	G	G
% full approvals under 6 months	E	100%	100% (25)	100% (18)	G	G
	W	100%	NA (0)	100% (2)	NA	G
	NI	100%	100%	100%	G	G

Conditional approval: Granted subject to any conditions or limitations that apply.

Full approval: Establishment meets the relevant requirements of food law.

Operational delivery

Food Standards Agency
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Regulator

Objective: We **must** deliver an efficient and effective response to food and feed incidents

Overall RAG A

Incidents and response

How many incidents are taking place and what category do these fall into?

Measure	Tolerance	Previous period (Q2)	This period (Q3)	Previous RAG	This RAG
Total incidents occupying time	437	806	888	R	R
Number of new incidents	350	496	564	R	R
Number of non-routine	3	1	0	G	G
Total number of outbreaks	8	6*	4	G	G
% high and medium priority incidents	70%	79.2%*	64.9%	A	A
...of which high priority	30%	41%*	46.2%	A	A
Number of Allergy Alerts	13	28	35	R	R
Number of Product Recall Information Notices (PRINs)	16	12	15	G	A

*Note that figures for last period have been updated slightly

Incidents is three nation data.

Total incident notifications received by financial year to 31 March 2024
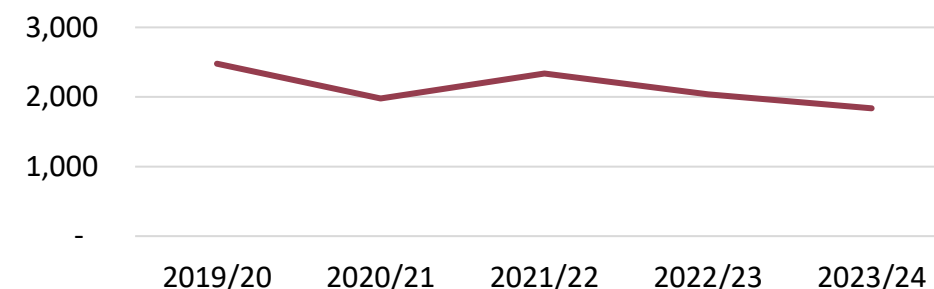
Number of food alerts notifications issued by the FSA to 31 March 2024
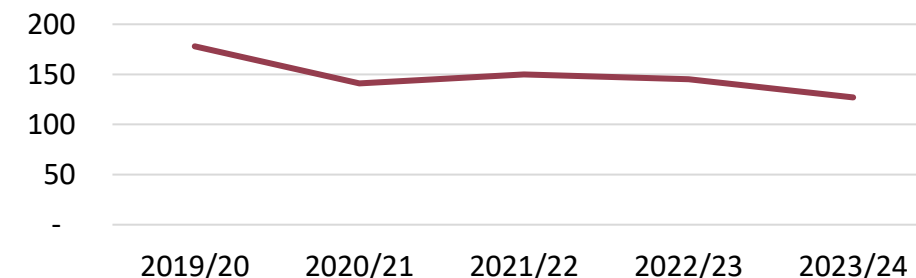
Incidents: "When action is required to protect consumers when concerns around the safety or quality of food (and/or feed) are raised." | **Non-routine:** "A food incident, which cannot be dealt with using everyday resources and procedures."

Operational delivery

Regulator

Objective: We **must** deliver an efficient and effective response to food crime

Overall RAG G

National Food Crime Unit (NFCU)

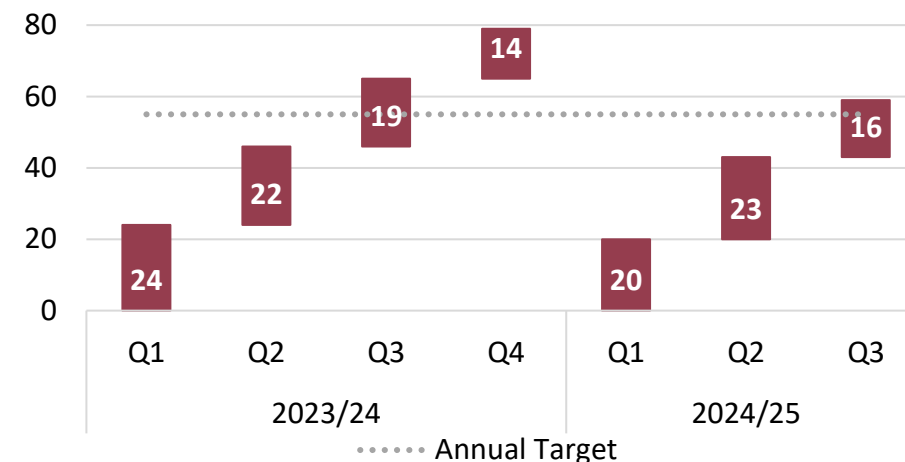### Are NFCU operations successfully leading to outcomes?

Measure	2024/25 target	Year to date	Previous period (Q2)	This period (Q3)	Previous RAG	This RAG
% closed NFCU operations that led to an outcome	50%	65%	62%	60%	G	G
% NFCU SIRs which improved rating	40%	42%	26%*	10%	G	G
No. disruptions overall	55/yr	59	23*	16	G	G
No. outcomes overall	80/yr	142	24*	65	G	G

*Note that figures for last period have been uplifted to reflect additional outcomes recorded or realised after the cut off for last reporting.

What is the impact of NFCU operations?

Measure	2024/25 target	Year to date	Previous period (Q2)	This period (Q3)	Previous RAG	This RAG
Volume of unfit food products removed from the food chain (kg)	NA	45,297kg	9,568kg*	26,590kg	NA	NA
% of business that changed prevention practices (target hardening) following FFRT	NA	66% (52/78)	75% (18/24)	73% (14/19)	NA	NA

Cumulative disruptions per quarter

Cumulative outcomes per quarter
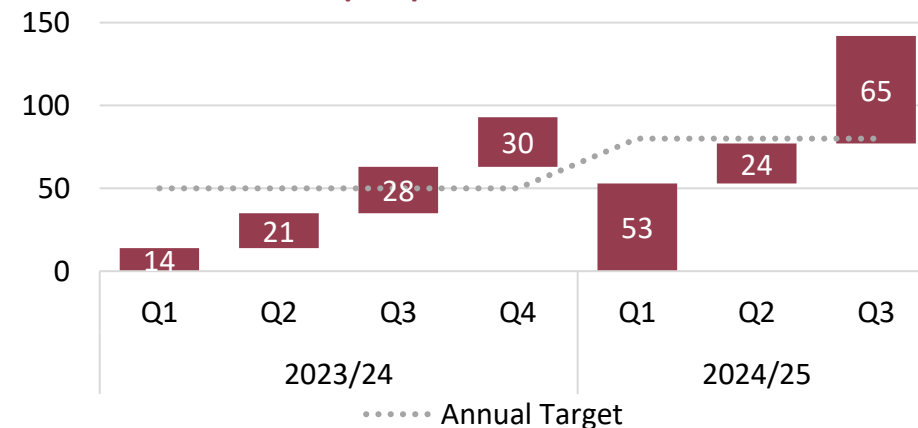
SIRS: Strategic Intelligence Requirements | **FFRT:** Food Fraud Resilience Tool

Local Authority delivery

Food Standards Agency — food.gov.uk

Regulator

Objective: We **must** deliver our regulatory responsibilities as the national regulator to assure that feed, food and importing businesses are compliant

Overall RAG R

LA performance - Are required interventions at all risk establishments taking place?

England

Measure		Benchmark	Previous period	This period	Previous RAG	This RAG
Food Hygiene: % due interventions achieved	A rated	98.9%	98.7%	92.4%	A	R
	B rated	96.3%	97.7%	90.1%	G	A
	C rated	91.3%	83.8%	75.7%	R	R
	D rated	83.5%	58.4%	58.7%	G	G
	E rated	72.4%	26.2%	28.3%	G	G
Food Standards: % due interventions achieved	A rated	75.7%	83.4%	70.5%	G	R
	B rated	29.7%	11.8%	19.4%	A	G
	C rated	32.4%	11.7%	15.8%	G	G

Northern Ireland

Measure		Benchmark	Previous period	This period	Previous RAG	This RAG
Food Hygiene: % due interventions achieved	A rated	99.2%	100.0%	95%	G	A
	B rated	98.7%	100.0%	95.9%	G	A
	C rated	92.5%	90.0%	79.3%	A	R
	D rated	88.2%	55.6%	60.3%	G	G
	E rated	77.1%	32.6%	54.2%	G	G
Food Standards: % due interventions achieved	A rated	94.7%	100.0%	87.9%	G	G
	B rated	89.9%	74.7%	69%	G	G
	C rated	80.6%	73.0%	56.9%	G	G

Wales

Measure		Benchmark	Previous period	This period	Previous RAG	This RAG
Food Hygiene: % due interventions achieved	A rated	99.7%	98.7%	98.8%	A	A
	B rated	98.5%	99.6%	96.8%	G	A
	C rated	93.2%	90.8%	85.5%	G	A
	D rated	80.5%	43.9%	49.6%	G	G
	E rated	82.2%	25.1%	23.7%	G	A
Food Standards: % due interventions achieved	A rated	90.8%	91.8%	83.3%	G	G
	B rated	60.3%	32.7%	32.6%	G	G
	C rated	60.3%	34.6%	30.3%	G	G

The benchmark covers the pre-COVID-19 levels (2019/20).

Previous period covers Q1-2 2024/25.

This period covers Q3-4 2024/25.

Local Authority delivery

Regulator

Objective: We **must** deliver our regulatory responsibilities as the national regulator to assure that feed, food and importing businesses are compliant

Overall RAG R

LA performance and resourcing

Are local authorities managing unrated businesses?

Measure		Benchmark (Pre-COVID levels)	Previous period (Q1-2 2024/25)	This period (Q3-4 2024/25)	Previous RAG	This RAG
Number of businesses unrated (Food Hygiene)	E	29,021	38,925	40,061	R	R
	W	1,388	1,746	1,880	R	R
	NI	559	430	412	G	G
Number of businesses unrated (Food Standards)	E	68,448	87,381	79,057	R	R
	W	4,160	5,270	4,918	R	R
	NI	606	394	386	G	G

Interventions: Both reactive and proactive activities such as inspections, sampling visits, full and partial audits and surveillance and intelligence gathering.

FTE: Full time equivalent, includes 'authorised officer', regulatory support officers and trainees.

LAs escalated: Where LAs are in stage 1 (written request from FSA to LA Head of Service) or higher if the escalation process.

Do LAs have enough resource in place to deliver the controls?

Food Hygiene

Measure		Previous period (Q1-2 2024/25)	This period (Q3-4 2024/25)	Previous RAG	This RAG
FTE allocated to deliver controls	E	1,396	1,386	R	R
	W	163	164	G	G
	NI	64	61	A	A
FTE occupied to deliver controls	E	1,258	1.262	R	R
	W	142	144	A	A
	NI	59	58	R	R

Food Standards

Measure		Previous period (Q1-2 2024/25)	This period (Q3-4 2024/25)	Previous RAG	This RAG
FTE allocated to deliver controls	E	348	321	R	R
	W	68	71	R	R
	NI	29	32	R	R
FTE occupied to deliver controls	E	304	294	R	R
	W	64	63	R	R
	NI	27	31	R	R

Local Authority delivery

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Regulator

Objective: We **must** deliver our regulatory responsibilities as the national regulator to assure that feed, food and importing businesses are compliant

Overall RAG R

## LA performance

Is action by LAs improving compliance?

Local Authority activity

Measure		Benchmark (pre-COVID levels)	Previous period (Q1-2 2024/25)	This period (Q3-4 2024/25)	Previous RAG	This RAG
Establishments subject to enforcement activities	FH	2,392	3,132	2,795	NA	NA
	FS	229	371	322	NA	NA
Establishments subject to written warning	FH	75,641	85,855	78,887	NA	NA
	FS	12,548	17,461	16,560	NA	NA

Business compliance

| Measure	Benchmark (pre-COVID levels)	Previous period (Q2)	This period (Q3)	Previous RAG	This RAG
% FHRS ratings 3+	95.8%	96.9%	96.9%	G	G
% FHRS ratings 5	72.0%	76.5%	76.6%	G	G

Are LAs performing and are issues being rectified?

Measure	Previous period (Q2)	This period (Q3)	Of which new…	Previous RAG	This RAG
Open cases	29	45	26	NA	NA
Cases being monitored	74	77	5	NA	NA
Cases closed	101	121	10	NA	NA
Cases in escalation	7	7	3	NA	NA

FHRS ratings of 3 or better per quarter
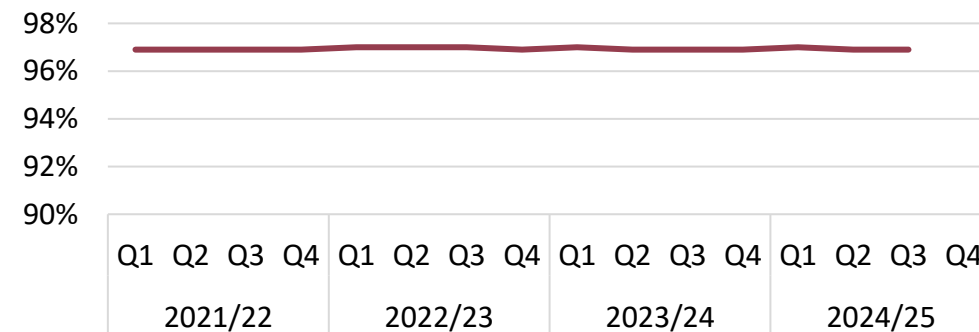
FHRS ratings of 5 per quarter
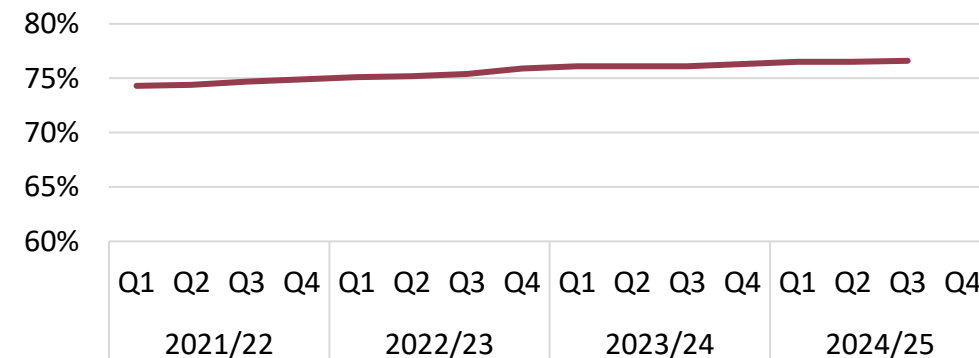
Enforcement activities: Carried out by LAs and are formal steps, measures and sanctions an LA can take in response to a food establishment's failure to comply with food law (e.g. serving Hygiene Improvement Notices/Improvement Notices).

Market Authorisations for Regulated Products

Responsible Director: Junior Johnson

Regulator

Objective: We **must** maintain an effective and efficient risk analysis process, supporting decision makers across all UK countries

Overall RAG A

Regulated Products delivery

What is the total caseload in the system?

Measure	Tolerance	Previous period (Q2)	This period (Q3)	Previous RAG	This RAG
Total applications in the service	<560	507	481	A	G
Applications paused under active caseload management	TBC	149	133	A	NA

Of which active applications are progressing in the following stages:

Measure	Tolerance	Previous period (Q2)	This period (Q3)	Previous RAG	This RAG
Applications in validation	<175	173	157	A	A
Applications in risk assessment	<175	108	127	A	A
Safety assessments concluded	25	19	22	A	A
Applications in risk management	<100	77	64	G	G
Applications in authorisation	<50	0	0	A	A
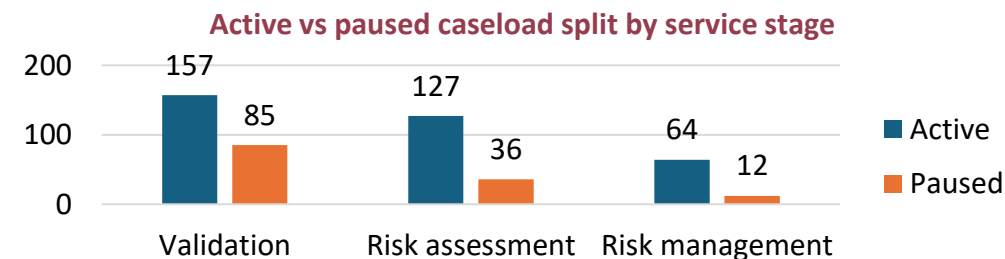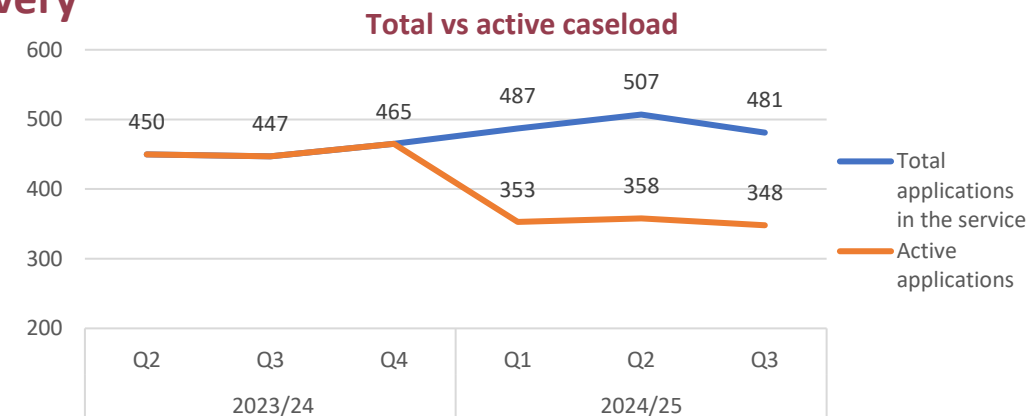
Caseload entering and exiting the system?

Measure	Yearly ambition	Yearly projection	Year to date	Previous period (Q2)	This period (Q3)	Previous RAG	This RAG
New contacts received	<150/yr	150	102	32	25	G	G
Applications completed	100/yr	34	34	0	26	R	R
Applications invalidated or withdrawn	NA	NA	50	12	22	A	NA

Total vs active caseload

Active vs paused caseload split by service stage

Total caseload vs completed applications from the start of the service (Jan 2021)

578

97

We have completed approximately 16% of total applications in the service to date.

Total caseload refers to total applications in the service in addition to those completed since the start of the service in January 2021.

Evidence generator

Objective: We **must** ensure risk analysis decisions and priority 'core and change' work are informed by timely and robust science and evidence.

Overall RAG G

Science, evidence and research

Does our science have impact?

Measure	12-month average	Previous period (Q2)	This period (Q3)	Previous RAG	This RAG
Number of reports published	41/Q	49	56	G	G

Do we provide evidence to support FSA functions?

Risk Analysis Process (RAP) - SERD responsibilities

Measure	Target	Previous period (Q2)	This period (Q3)	Previous RAG	This RAG
Evidence packages completed	NA	2	2	NA	NA
RAP is followed, evidence is assured, outputs fit for purpose	100%	100%	90%	G	G
Completeness of evidence packages	100%	100%	100%	G	G
Timeliness of evidence packages	100%	100%	100%	G	G
Quality Assurance of evidence packages	100%	100%	100%	G	G
Fitness for purpose of evidence packages	100%	100%	75%	G	A

Sampling

	Measure	Baseline (2023/24)	Year to date	Previous period (Q2)	This period (Q3)	Previous RAG	This RAG
No. samples taken	**Total**	**13,665**	**8,453**	**3,617**	**3,726**	G	G
	Regulatory monitoring	6,563	3,452	1,556	1,896	NA	NA
	Targeted surveillance	1,947	1,256	956	300	NA	NA
	To inform science/ research	2,715	1,451	165	1,286	NA	NA
	Enforcement (Official Control)	2,440	2,294	768	1,526	NA	NA
No. referrals to ICM due to sampling results		7	3	2	1	NA	NA

Trade and International

Food Standards Agency food.gov.uk

Policy maker

Objective: We **must** assess and make recommendations on market access requests and provide technical input to other government departments on "Sanitary and Phytosanitary" and "Technical Barriers to Trade" issues in trade agreements

Overall RAG G

Imported foods

Do we support consumer access to safe imported food?

Measure	12-month average	Previous period (Q2)	This period (Q3)	Previous RAG	This RAG
Number of border notifications (total)	145/Q	115	145	G	G
Number of border notifications (validated)	111/Q	86	108	G	G
Number of intensified official controls	1/Q	0	1	G	G
Number of imposed checks	0/Q	0	0	G	G
Number of import market access audits	1/yr	1	1	G	G
Number of equivalence assessments ongoing	2/Q	1	1	G	G

HRFNAO review	Progress		Previous RAG	This RAG
3rd review of HRFNAO	Statutory Instrument came into force 18 December 2024.		G	G
4th review of HRFNAO	This review has cleared Future Publications Panel - now preparing a public consultation to commence Feb/Mar 2025		G	G

Trade and international

Are we meeting our international obligations?

Measure	Benchmark	Previous period (Q2)	This period (Q3)	Previous RAG	This RAG
Number of export market access audits facilitated by FSA on Defra request	6	3	1	G	G
% notifications to World Trade Organisation within deadlines	TBC	100%	100%	G	G
Number of Section 42 advices undergoing request, drafting, or publication	TBC	0	0	G	G

HRFNAO: High Risk Foods Not of Animal Origin

Responsible Director: Claire Forbes
Supported by: Julie Pierce & Ruth Nolan

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Enabler

Objective: We **will** provide the people, resources and processes needed to deliver the FSA's corporate objectives and priorities
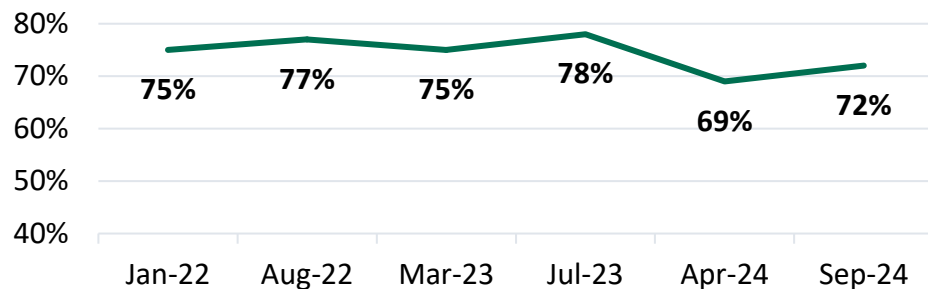
Overall RAG G

Public trust, correspondence and complaints

What is the FSA's reputation with the public?

Measure	PS average	Previous period (Q4 2023/24)	This period (Q2 2024/25)	Previous RAG	This RAG
Trust in the FSA*	NA	69%	72%	A	G

Consumer trust in the FSA by Food and You 2 survey publication date

75% (Jan-22), 77% (Aug-22), 75% (Mar-23), 78% (Jul-23), 69% (Apr-24), 72% (Sep-24)

Are we managing complaints and responding to correspondence within deadlines?

Measure	2024/25 Target	Previous period (Q2)	This period (Q3)	Previous RAG	This RAG
Number of complaints	NA	12	5	NA	NA
Complaints responded to within deadline	100%	75%	100%	A	G
FOIs responded to within deadline	95%	97%	97%	G	G

Media coverage, social media and stakeholder engagement

Are the public engaging with the FSA online and FSA newsletters?

Measure	12-month average	Previous period (Q2)	This period (Q3)	Previous RAG	This RAG
Consumer engagement social media	2.5%	2.8%	2.5%	G	G
Business engagement social media	4.0%	4.8%	4.4%	G	G
Website visitors	736,240	849,769	611,630	G	R
Bulletins audience growth	0.8%	1.4%	-0.2%	R	R
Bulletins engagement rate	37.7%	39.9%	46.4%	A	G

Are we featuring in the news?

Measure	12-month average	Previous period (Q2)	This period (Q3)	Previous RAG	This RAG
Total pieces of coverage	2,583	2,690**	2,650	G	G
Total opportunities to see (reach)	669m	1.4bn	2.3bn	G	G

*% is based on people who report at least some knowledge of the FSA | **Figure refined from Q2 was 2,860

People and Resources

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Enabler

Objective: We **will** provide the people, resources and processes needed to deliver the FSA's corporate objectives and priorities

Overall RAG G

Workforce

Do we have the people to deliver our priorities?

Measure	2024/25 Target	Previous period (Q2)	This period (Q3)	Previous RAG	This RAG
Westminster FTE*	1,417.0	1,396.8	1390.8	G	G
Northern Ireland FTE	NA	86.0	90.1	NA	NA
Wales FTE	NA	61.4	65.3	NA	NA
Westminster vacancy rate	5.0%	3.9%	4.5%	NA	NA

Is our workforce diverse?

Measure	Benchmark**	Previous period (Q2)	This period (Q3)	Previous RAG	This RAG	Completion rate
Sex	50% female	50.6%	50.8%	G	G	100.0%
Disability	16.9%	17.9%	18.6%	G	G	73.9%
Ethnicity	16.6%	12.2%	12.1%	R	R	86.6%
Sexual orientation	6.9%	6.5%	7.0%	A	G	78.1%

Financial performance

Westminster Resource and Capital Departmental Expenditure Limits

Measure	Budget £million	2024/25 outturn £million	Under / (Over) spend £million	Variance (outturn vs budget)%	This RAG
Westminster RDEL and CDEL	123.4	123.2	0.2	0%	G
Wales RDEL and CDEL	5.1	5.1	0.0	2%	G
Northern Ireland RDEL and CDEL	16.7	16.1	0.6	3%	A
Total FSA DEL	**145.2**	**144.4**	**0.8**	**0%**	G

Are our financial processes accurate, controlled and efficient?

Measure	Target	Previous period	This period	Previous RAG	This RAG
Invoice collection efficiency	95.0%	-	98.9%	NA	G
Supplier invoices paid within 30 days	95.0%	-	96.4%	NA	G
Payroll accuracy	99.0%	-	99.9%	NA	G
Reporting accuracy (actuals)***	-	-	-	NA	NA
Reporting accuracy (forecast)***	-	-	-	NA	NA

Data covers period up to 30 December 2024 | * Amended target set following removal of HMT headcount limit. | ** Based on Civil Service benchmark. | *** 2 further metrics will be reported from Q4.

Annex A: RAG tolerances matrix summary

RAG (Red-Amber-Green) ratings, also known as 'traffic lighting,' are used to summarise indicator values, where green denotes a 'favourable' value, red an 'unfavourable' value and amber an 'early warning' value. It aims to introduce a level of consistency in how the measures in the performance reporting framework are presented. However, by the nature of the activities, the overall service area and measure-level RAG matrix will contain some level of subjectivity and will need to be interpreted carefully alongside the accompanying cover paper. RAGs are reviewed alongside the commentary and apply appropriate check and challenge to ensure consistency of application and analysis of trend over time.

RAG	Description / Criteria
Green	Performance within target/tolerance. Not expected to cause any damage or minor damage with no lasting effect to the service area or ability to meet targets / goals / objectives. Utilise existing capacity to actively monitor with any expected recovery / time to resolve 3 months or less.
Amber	Performance outside of target/tolerance and likely to cause moderate damage with little to short-term effects to the service area or ability to meet targets / goals / objectives. Targeted effort required to resolve with expected recovery / time taken 3-12 months.
Red	Performance substantially outside agreed tolerances, with long-term effects to the service area or ability to meet targets / goals / objectives. Significant effort required and an immediate crucial priority with expected recovery / time to resolve 12 months or more.

Service areas

We use the matrix above to calculate the overarching service area RAG rating. The aim is to provide a sense of the overall health of activities and confidence in delivering against statutory obligations, objectives and targets in that area.

Individual measures

As per the overarching service area, we broadly use the matrix above to set RAGs for individual key performance indicators with a key focus on risk to delivery. This allows us to easily identify strengths and areas that require further attention. To set RAG tolerances we determined what we were trying to achieve and identified targets / ambitions / benchmarks for each KPI to provide a starting point for our tolerance ranges creating bands for what constitutes red, amber and green. Once determined, working with subject matter experts, we then defined the amount of risk we were willing to accept and therefore, the boundaries of acceptable performance in the delivery of objectives or targets. This helps to direct the performance conversation and aid decision-making around performance achievements and / or improvements.

Sitting behind the performance report we have a supporting database that records the agreed RAG rating tolerances for each measure. As with the performance measures the RAG ratings are a guide to aid the performance conversation and are periodically reviewed to maintain their effectiveness as the situation or the importance of the performance measure evolves.