

## Actions arising – Business Committee

From the FSA Business Committee on 18 September 2019

Index	Action	Due Date	Owner and progress to date
<p>Action 1 –</p> <p>FSA 19/09/15</p> <p>INCIDENTS &amp; RESILIENCE ANNUAL REPORT 2018/19</p>	<p>Rebecca Sudworth to ensure Safer Food Better Business includes reference to the Root Cause Analysis tool.</p>	<p>January 2020</p>	<p>Rebecca Sudworth</p> <p><b>Completed.</b></p> <p>The Safer Food Better Business pack does not include a reference to Root Cause Analysis.</p> <p>This is because Safer Food Better Business is a simple guide for small businesses that generally uses non-technical language and is limited in space. SFBB <u>does</u> include advice about what to do when things go wrong and what to check to prevent it happening again.</p> <p>Root Cause Analysis is part of the Incidents Management section of our online guidance. It is more suitable for larger businesses and for enforcement officers during investigations and follow ups. We use it in the FSA and encourage and support business to use it as well through our incidents team. Although the materials and techniques can be used by anyone it may not be required for a small and straightforward business environment</p>
<p>Action 2 –</p> <p>FSA 19/09/18</p>	<p>Business Committee to see a timetable for</p>		<p>Maria Jennings</p> <p><b>Completed.</b></p>

LOCAL AUTHORITY PERFORMANCE	publication of the Balanced Scorecard.		Please see Annex below.
Action 3 -  FSA 19/09/18  LOCAL AUTHORITY PERFORMANCE	Performance and Resources Report to include data on the basis for FSA interventions with LAs of concern.	January 2020	Maria Jennings  <b>Completed.</b>  Data will appear in the Report as of January 2020.
Action 4 -  FSA 19/09/22  PERFORMANCE & RESOURCES Q1 2019/2020	Maria Jennings to provide the Board with information on our ambition for numbers of LAs to use Register A Food Business this financial year in a weekly circulation email.	October 2019	Maria Jennings  <b>Completed.</b>  Information issued to Board on 4 October 2019.

## Annex

### Local authority performance – timeline for transition to the Balanced Scorecard Approach

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#### Background

1. At its Business Committee meeting in September 2019 the Board considered a report on local authority enforcement monitoring returns (LAEMS returns) for 2018/19 ([FSA 19-09-18](#)). The paper also highlighted that we are in the process of transitioning to a new approach – the balanced scorecard approach - to monitoring, assessing and providing assurance on local authority performance (the plans for this were considered by the Board in March 2019 - [FSA 19-03-05](#)). An undertaking was given to provide a timeline for this work.

#### Timeline

2. Our work we are doing is in two strands.

#### Current expectation of local authorities

3. The first is about developing our approach around our current expectations of local authorities in respect of food hygiene as set out in the Food Law Codes of Practice and in respect of food standards. This will move us from our current position whereby we operate an annual performance management programme based on LAEMS returns to a more rolling performance management programme based on a wider set of data on local authority activities. The outline timeline for this is as follows:

What we will do	Timing
<p><b>Use a greater range of data to assess performance</b></p> <p>We currently monitor local authorities through the annual (LAEMS) returns, which focus on numbers and timeliness of interventions and on staff resources. We are working now to integrate FHRS data on business compliance so that we can compare levels in local authorities with similar profiles of food businesses and get a broader picture of what is happening.</p> <p>We will also be asking local authorities to provide service planning data so that we can take a forward look rather than a retrospective one. This will enable us to intervene at a stage where we could have more impact and help local authorities to secure the resources they require.</p> <p>Consideration is also being given to integrating and assessing a wider range of data sets, for example, data on shellfish controls.</p>	<p>FHRS data to be integrated on a quarterly basis from April 2020</p> <p>We aim to collect this data in early April</p> <p>Ongoing from April 2020</p>

What we will do	Timing
We will be considering the indicators needed to assess local authority performance in relation to the modernised food standards delivery model that we will develop and implement over the next two years.	Ongoing as model develops
<b>Performance Indicators (KPIs)</b> We currently measure performance using <b>LAEMS KPIs</b> originally developed to help select local authorities for audits so we will review these and develop smarter KPIs that will drive appropriate local authority behaviours, and we will apply these to the 2019/20 LAEMS returns due by end May 2020.	Apply smarter KPIs to data received by end May 2020
We will identify appropriate KPIs for using with <b>FHRS</b> data and apply these from the start of the 2020/21 financial year.	Apply KPIs from April 2020
<b>Quarterly reporting</b> We currently publish an annual LAEMS report and will move to more regular – quarterly reporting.	First in series of quarterly reports in September 2020

4. Delivery depends on successful and timely development of the IT solution required to facilitate automated integration of data to the Balanced Scorecard tool and agreement of appropriate KPIs.

#### Future expectation of local authorities

5. The second strand is about developing our approach in line with future expectations of local authorities. We envisage taking this forward to the following timeline:

Phase	Activity	Target date
Phase 1	Determine framework to assess performance of local authorities, likely to include how effectively they assess risk in context of local risk profile, how effectively they target interventions like inspections, advice etc, quality of intervention (to include resourcing issues), and presumed effect on outcomes.	End Q2 2020/21
Phase 2	Trial and test possible measures and use early insight to identify and agree the most appropriate approach for measuring performance against these expectations.	End Q4 2020/21
Phase 3	Identify and put in place administrative and practical measures for local authority reporting and agree thresholds for FSA intervention. Agree and start implementing any necessary transitional arrangements.	End Q2 2021/22
Phase 4	Full roll out of most useful measures. Continual review of further KPIs to improve performance measurement.	Start of 2022/23

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Phase	Activity	Target date
	reporting process and assessment of the performance measurement data	