



Food
Standards
Agency
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PERFORMANCE AND RESOURCES REPORT Q1 2017/18

Food Standards Agency
Business Committee
20 September 2017

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FOREWORD

BY CHRIS HITCHEN, PERFORMANCE AND RESOURCES DIRECTOR



The FSA's performance in the 1st quarter of 2017/18 saw us make significant progress delivering our priorities, within budget. We saw a 6 point rise in our UK Public Reputation score in Q1 to our highest ever level. The FSA now ranks 11 of 64 organisations, well ahead of the UK public sector average. Consumers are responding positively to the work we do, with 77% of people aware of the FSA and 67% of people trusting the FSA (slide 6) – again, the highest level since we started measuring this 6 years ago. However, it appears that public confidence in food is not as high as people's trust in the FSA. Only 59% of people are confident that the food they buy or eat is what it says it is and is accurately labelled (Slide 10).

On our priority of 'doing the day job exceptionally well', there was good performance on the measures relating to the FSA's strategic outcome 'food is safe', with trends on audit compliance improving. For the small percentage of non-compliant meat Food Business Operators (FBOs), additional measures have been introduced to target persistently non-compliant premises which pose the biggest risk to public health (slide 8). FHRS performance remains strong with a 0.7% increase in the number of 5 ratings since Q4, with the largest % increase in Wales where it is now a legal requirement to display the sticker (slide 7). There was also a reported improvement in food safety in the home (slide 9).

The FSA works to 'be the best organisation we can be' in order to protect consumers. In this area, there were promising results on the pulse survey on staff engagement in Q1 (slide 19). The main staff survey results are due in November 2017.

We delivered 25 out of 28 corporate business plan milestones in Q1 – including our two key change priorities: preparing for EU exit and our regulatory reform programme 'Regulating our Future' – with actions being taken to address any slippage (slides 14-16). The FSA has agreed a tranche of additional funding of £0.5m in 17/18 with HM Treasury in relation to our EU exit programme to ensure we can deliver the milestones needed and continue to ensure the UK has 'Food We Can Trust' in 2019 and beyond.

Looking ahead, Directors are leading work to review and develop targets within their teams, helping clarify both where interventions are required and what constitutes excellent performance, which will be shared with the Business Committee and then used in this report. Where we partner with others to achieve outcomes, such as FBO compliance and FHRS scores, we will also work with the Committee to set an ambition.

A handwritten signature in black ink, appearing to read 'Chris Hitchen', enclosed in a thin black rectangular box.

77.4

FSA score

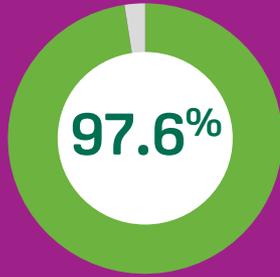
68.0

Public Sector average



77.4

FSA public reputation score



97.6%

of 971 meat FBOs rated Satisfactory or above for compliance



6.3

Rise in FSA public reputation

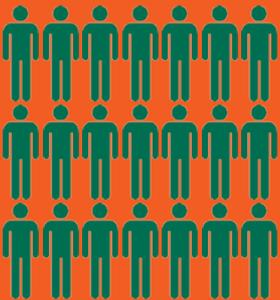
66.3%

of food businesses achieved an FHRs rating of 5 ('very good')

EXECUTIVE SUMMARY OUR PERFORMANCE IN Q1 2017/18



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67%

of people trust the FSA

77%

of people are aware of the FSA



67%

of people reported following food safety practices at home

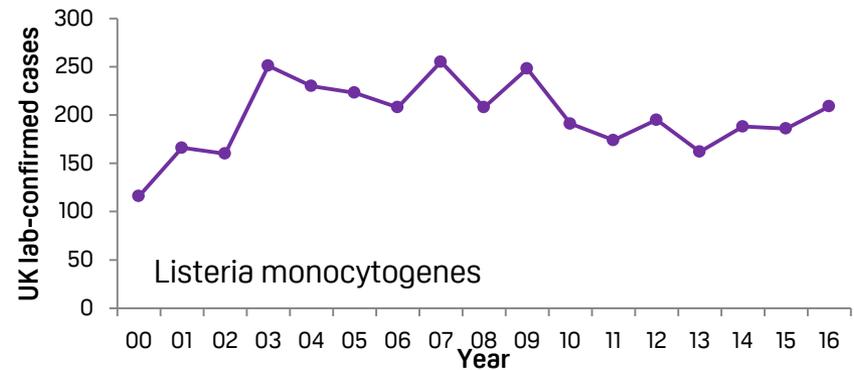
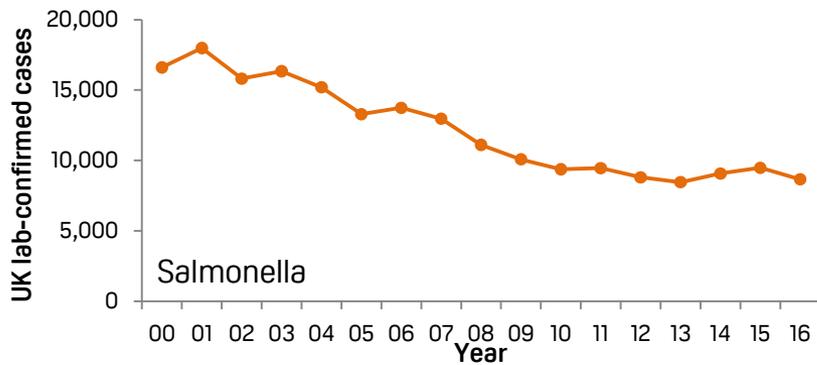
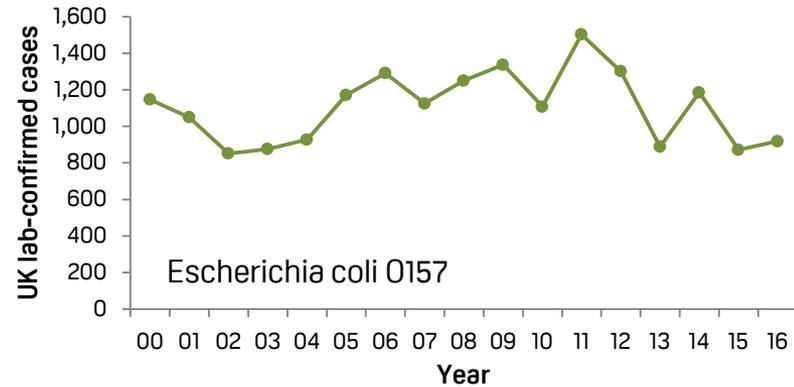
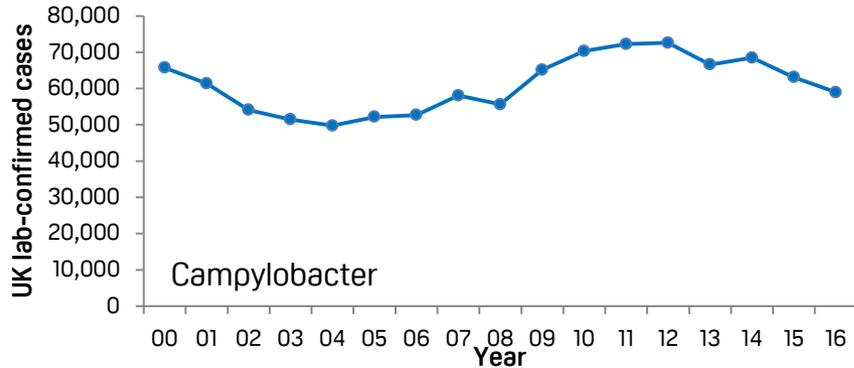
an increase of

3%

FOOD IS SAFE
AND WHAT IT
SAYS IT IS

HUMAN CASES OF FOODBORNE DISEASE

The FSA exists to protect the public from risks related to food. The number of people getting ill from foodborne disease is therefore the key measure of our impact. All of our other measures contribute to delivery of these Q4 statistics, updated annually in March.



17%

decline in lab cases of
campylobacter in 2016

115,000 (approximately)
fewer cases of campylobacter
in 2016

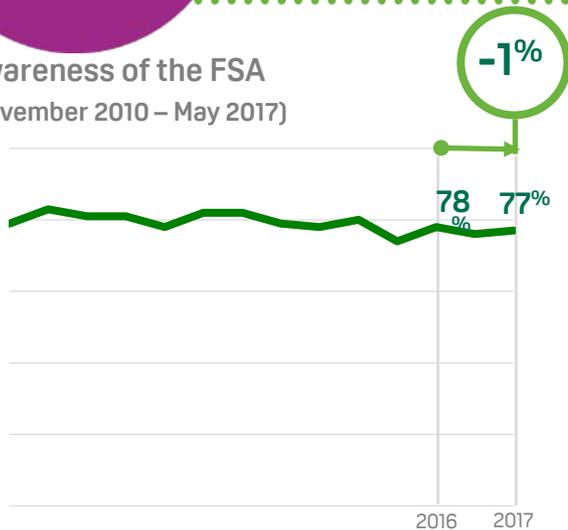


+15% above 100,000 target

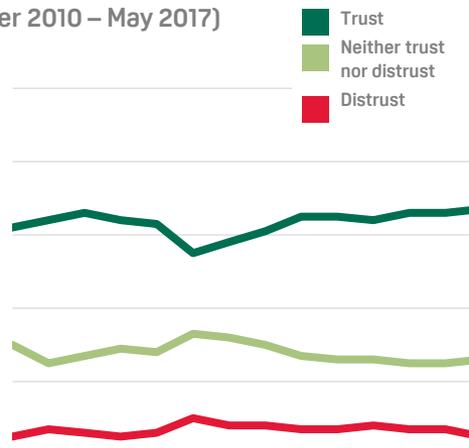
FOOD IS SAFE
AND WHAT IT
SAYS IT IS

PEOPLE ARE AWARE OF AND TRUST THE FSA

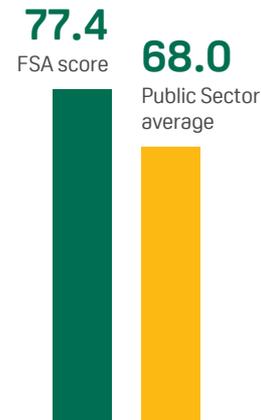
Awareness of the FSA
(November 2010 – May 2017)



Trust the FSA to do its job
(November 2010 – May 2017)



UK Public Reputation – Q4 2016



11th
out of **64**
government
organisations

77%

are aware of the FSA

67%

of those aware of the
FSA trust the FSA
to do its job – the
highest level ever

77.4

FSA's reputation is
higher than ever, with a
6.3 point increase

Public Reputation score 2015
71.1

Public Reputation score 2016 **77.4**

+6.3 

FOOD IS SAFE
AND WHAT IT
SAYS IT IS

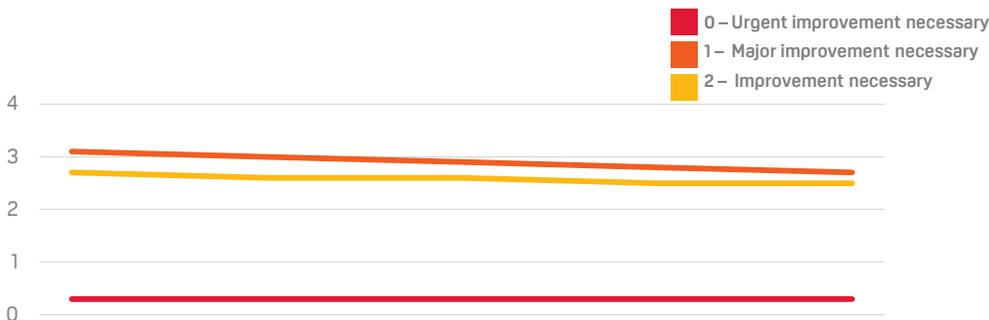
FOOD HYGIENE RATING SCHEME



% of food businesses achieving FHRs rating of '5 – very good'
June 2016 – June 2017 (England, Wales and Northern Ireland consolidated)



% of food businesses achieving FHRs rating of 2 or lower
June 2016 – June 2017 (England, Wales and Northern Ireland consolidated)



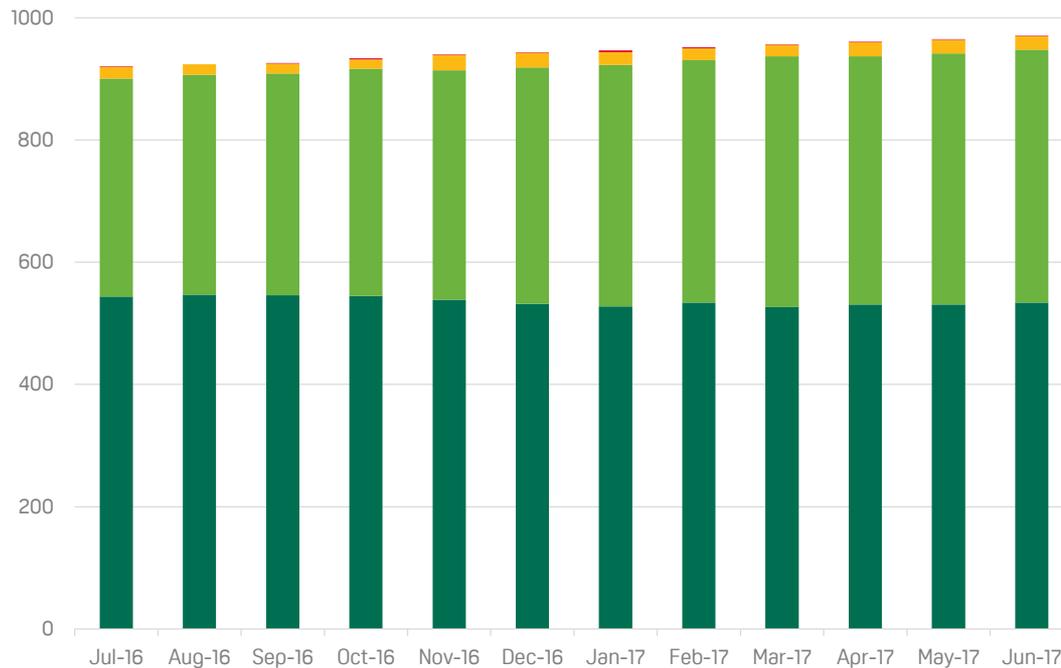
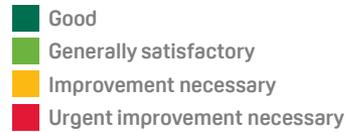
↑ +0.7% increase of 5 ratings since Q4

↓ -0.1% decrease of lower than 3 ratings since Q4

FOOD IS SAFE
AND WHAT IT
SAYS IT IS

MEAT FOOD BUSINESS OPERATOR (FBO) COMPLIANCE

Meat FBOs ratings
(England, Wales and Northern Ireland
consolidated)



97.6%

of 971 FBOs rated
satisfactory or above
for compliance

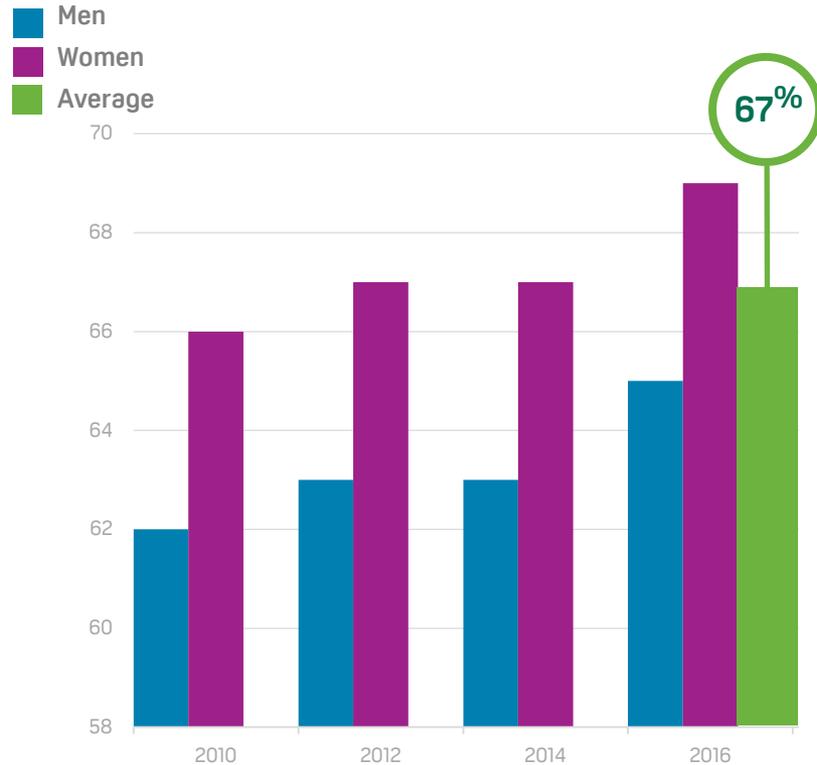


+0.4% increase in compliance since Q4

FOOD IS SAFE
AND WHAT IT
SAYS IT IS

PEOPLE REPORT FOLLOWING RECOMMENDED FOOD SAFETY PRACTICES IN THEIR HOME

% of people following food safety practice in the home by gender 2010-2016



Cleanliness



86%

of respondents reported always **washing their hands** before starting to prepare/cook food

Cross-contamination

40%

of men

53%

of women



reported always using a different chopping board for different foods

+3%

increase in average IRP score between Wave 1 and Wave 4

2010 scored **64%**

2016 scored **67%**

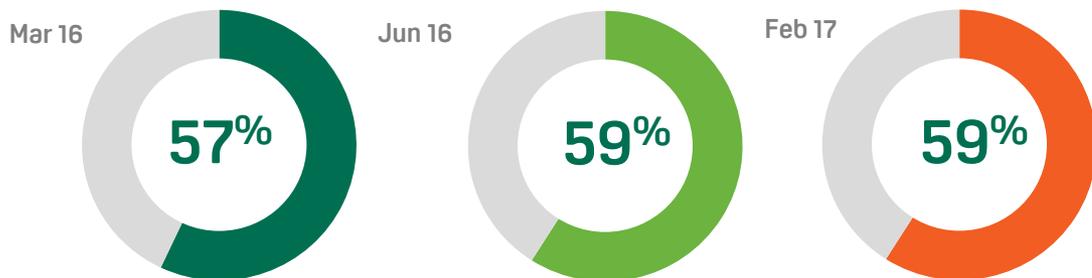
+3%



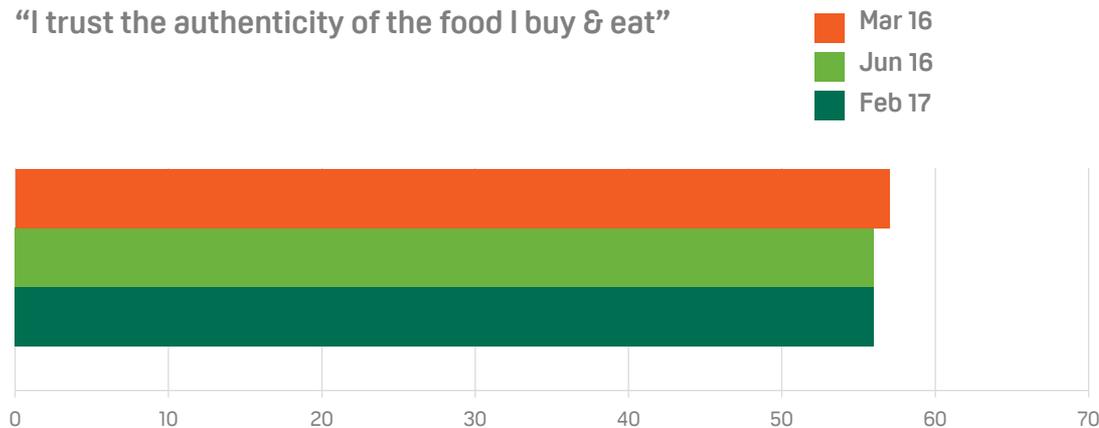
FOOD IS SAFE
AND WHAT IT
SAYS IT IS

% OF PEOPLE WHO ARE CONFIDENT THAT THE FOOD THEY BUY OR EAT IS WHAT IT SAYS IT IS AND ACCURATELY LABELLED

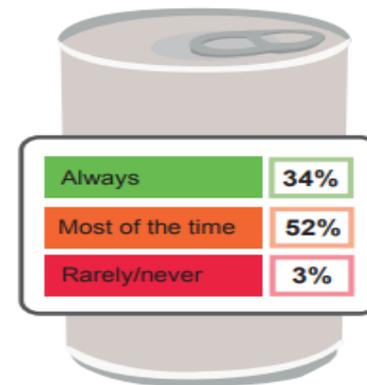
% people who are confident that the food they buy or eat is what it says it is and accurately labelled



“I trust the authenticity of the food I buy & eat”



Confident that food is **what it says it is** on the label or menu



June 2016 scored 59% Feb 2017 scored 59%

+0%



AFFORDABILITY – HOW THE FSA IS PERFORMING AGAINST HM TREASURY LIMITS +

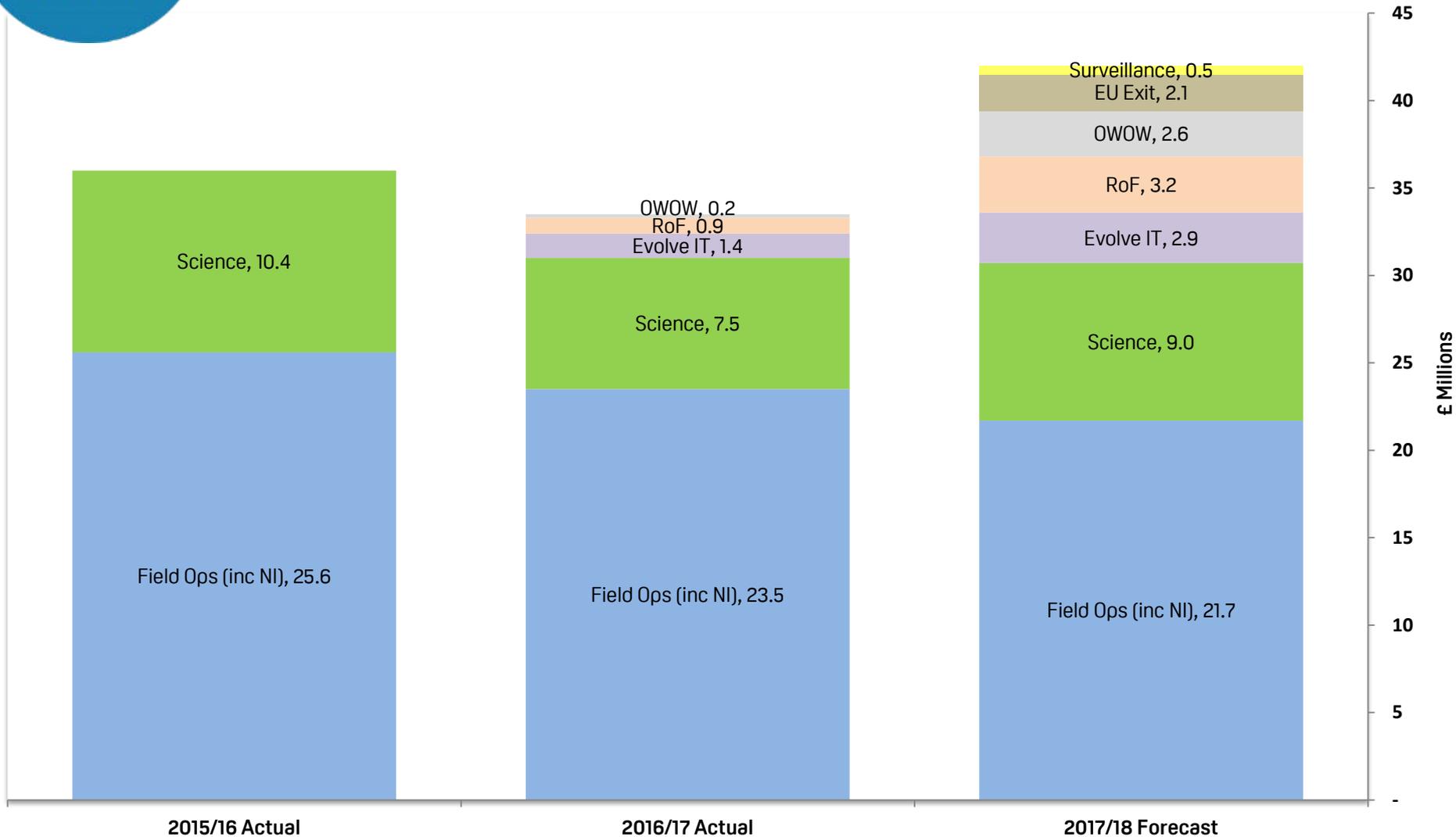
	2017/18 Full Year Forecast £m	2017/18 Limits £m	Availability £m	RAG status
Westminster				
Net Administration Expenditure	41.6	41.6	0	●
Net Programme Expenditure	35.9	35.9	0	●
Total: Resource Departmental Expenditure Limit (RDEL)	77.5	77.5	0	●
Capital (CDEL)	9.5	9.5	0	●
Wales				
Wales – RDEL	3.4	3.5	0.1	●
Wales – CDEL	0	0	0	●
Northern Ireland				
RDEL	7.7	8.2	0.5	●
CDEL	0	0	0	●

BREAKDOWN OF CORPORATE PRIORITIES AND KEY AREAS OF SPEND

	£m March Full Year Forecast 2017/18	£m June Full Year Forecast 2017/18	£m Movement Fav / (Adv)	% Movement Fav / (Adv)	Financial RAG Status
FSA Total (of which):	94.6	94.4	0.2	0.2	●
EU Exit	2.1	2.1	0.0	0.0	●
ROF	2.7	2.7	0.0	0.0	●
Surveillance	0.4	0.5	(0.1)	(25.0)	●
OWOW	5.1	5.1	0.0	0.0	●
Evolve IT	8.2	8.2	0.0	0.0	●
Science	9.2	9.0	0.2	2.2	●
Field ops	18.0	18.2	(0.2)	(1.1)	●
3rd Party Spend via Investment Board	15.0	15.1	0.1	0.7	●

FSA have agreed a tranche of additional funding of £0.5m in 17/18 with HM Treasury in relation to our EU exit programme. This additional funding is included in the figures for slides 11-13.

INVESTMENT IN CORPORATE PRIORITIES OVER THE 2015-20 STRATEGIC PLAN PERIOD



DELIVERING OUR CORPORATE PRIORITIES

Q1 2017/18 (April - June)

Q2 2017/18



Q1 2017/18 (April - June)

Q2 2017/18



Planning for Exit scenarios

✓ Delivered

High Level Bid submitted to HMT

✓ Delivered

Follow-up achieving 95% publication of open data and related targets

✓ Delivered

FSA Board – Presentation

✓ Delivered

Review Information Asset Register

✓ Delivered

Embed web analytics tools

✓ Delivered

Procurement of supplier for digital workplace

✓ Delivered

Proof of concept demonstrated to internal stakeholders

● Not delivered

Data

Surveillance

DELIVERING OUR CORPORATE PRIORITIES

Q1 2017/18 (April - June)

Q2 2017/18

People Strategy



Vision & high level values agreed

✓ Delivered

Management development framework agreed and Performance management framework Reviewed

✓ Delivered

Apprenticeship scheme developed (Phase 1)

✓ Delivered

OWOW



Foss House floor space handed over

✓ Delivered

Evolve IT



Application Support supplier/s in place

✓ Delivered

Service Management 1st phase – integration of all aspects of the services

✓ Delivered

2017

REGULATING OUR FUTURE

REGULATING OUR FUTURE

- Develop approach to enhanced registration
- National Inspection Strategy pathfinders
- Revised segmentation policy

EU EXIT

EU EXIT

- Scenario planning
- Preparations to ensure food law continues to function properly from day one

OUR WAYS OF WORKING

OUR WAYS OF WORKING

- New people offer contracts
- Launch our ways of managing

EVOLVE IT

EVOLVE IT

- Improved digital productivity tools
- Improved telephony and video comms

PEOPLE STRATEGY

PEOPLE STRATEGY

- Corporate management development programme
- 1st apprenticeship programme
- Performance management pilots

SURVEILLANCE

SURVEILLANCE

- Trial new surveillance approach

DATA

DATA

- Publish open data sets

2018

REGULATING OUR FUTURE

REGULATING OUR FUTURE

- Field trials for registration and segmentation
- Define future roles of FSA, Local Authorities and private assurance

EU EXIT

EU EXIT

- Delivery plans approved
- Business case to HMT
- Legislate using the powers of the European Union (Withdrawal) Bill

OUR WAYS OF WORKING

OUR WAYS OF WORKING

- New London office
- Consolidated contracts for plant-based ops staff

EVOLVE IT

EVOLVE IT

- Exit from Capita contract
- FSA-owned IT model in place

PEOPLE STRATEGY

PEOPLE STRATEGY

- New performance management scheme
- 2020 Workforce plan
- Senior Leadership programme
- Talent management

SURVEILLANCE

SURVEILLANCE

- Prototype model for surveillance

2019

REGULATING OUR FUTURE

REGULATING OUR FUTURE

- Digital solution for enhanced registration
- Apply Food Business Operator segmentation
- Develop standards for regulated private assurance

EU EXIT

EU EXIT

- UK exits the EU: implement FSA exit plan
- Functioning domestic food law

REGULATING OUR FUTURE

New regulatory model launches

EU EXIT

Food we can trust in a global market outside the EU

FOOD WE CAN TRUST

SURVEILLANCE

SURVEILLANCE

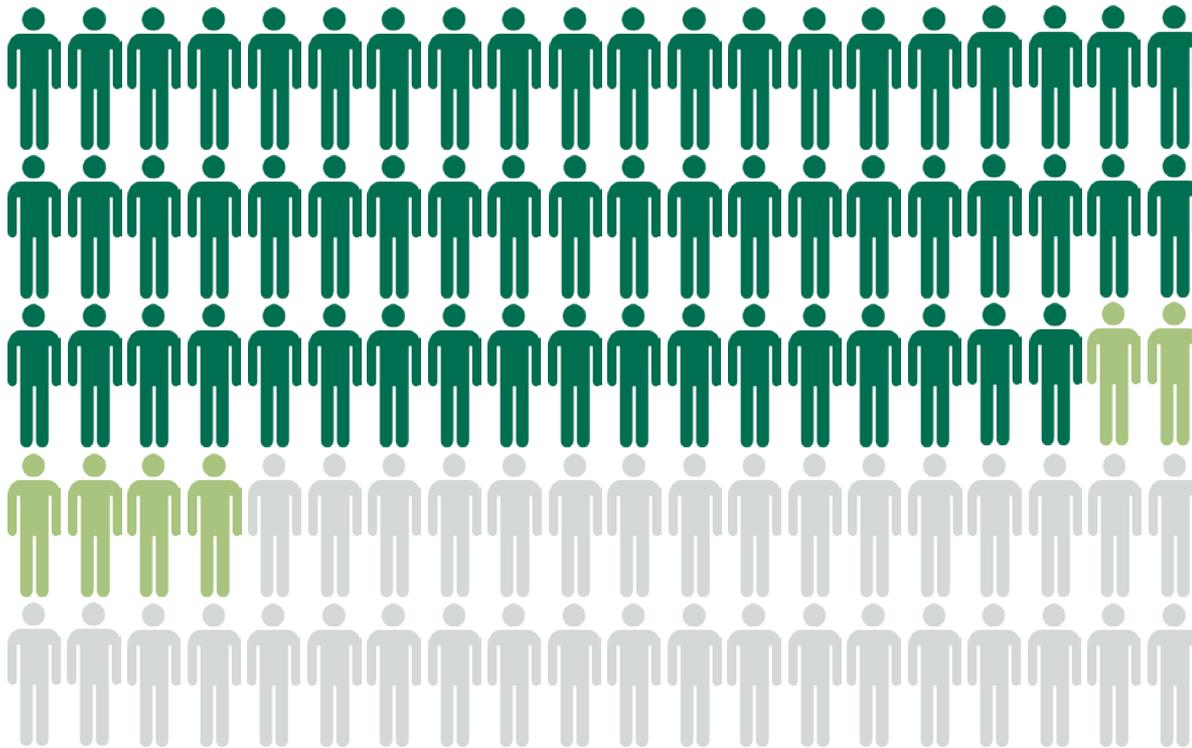
- New functioning surveillance system in place

2020

BEING THE BEST
ORGANISATION
WE CAN BE

MAKING THE FSA A GREAT PLACE TO WORK

- Civil Service People Survey FSA engagement score 2016: 58%
- High performers benchmark: 64%



2015 score was **60%**

2016 score is **58%**

-2%



The June 2017 pulse survey showed that there were small improvements in scores across questions relating to staff engagement, including:



increase in those who were proud to tell others they worked at the FSA (63%)



in those who would recommend the FSA as a great place to work (47%)



increase in staff who said the FSA inspires to do the best in their job (50%)



increase in staff who said the FSA motivates them to help it achieve its objectives (50%)

There were also improvements in listening to staff:



rise in the number of staff who feel they have the opportunity to contribute their views before decisions are made that affect them (53%)



increase in staff feeling it is safe to challenge the way things are done (40%)



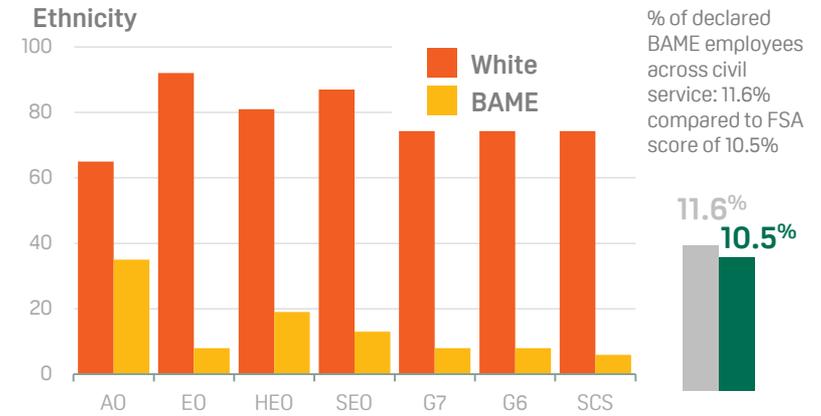
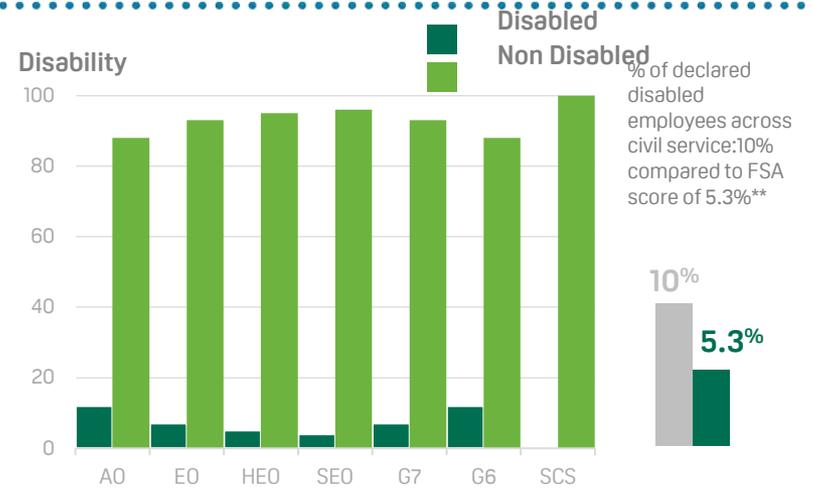
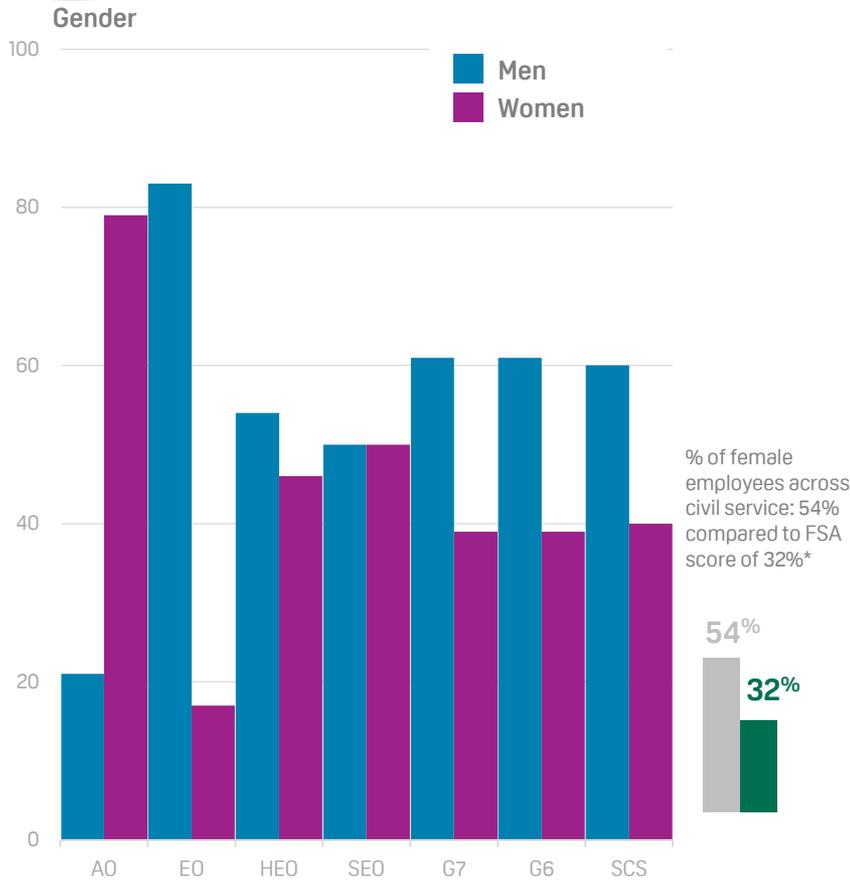
in staff who felt change is managed well (33%)



increase of respondents who have a 1:1 meeting with their line manager at least once a month (81%)

When drawing comparisons between the results of the 2016 CS People Survey and the June 2017 pulse survey, it should be noted that the latter relates to a limited sample; we prioritised teams who performed less well in 2016; responses are split roughly 64% office-based, 36% field-based, so a higher proportion of office-based than in the full survey. With that caveat in mind, scores were encouraging but the sample may not be statistically valid.

MAKING THE FSA A GREAT PLACE TO WORK



Slide 6: Reputation data taken from RepTrak®. The data was collected in February/March 2017. Scores are not recorded as percentages but are instead called ‘pulse scores’. Scoring is out of 100.

Awareness - Awareness of the FSA particularly varied between people aged 50-65 compared to aged 16-25 (85% v 64%). Follow this link to view the source data for awareness and trust of the FSA: <https://www.food.gov.uk/science/research/ssres/publictrackingsurvey/biannual-public-attitudes-tracker-survey-may-2017>

Slide 7: The FHR Act (Wales) 2013 came into force in November 2013 and the FHR Act (Northern Ireland) 2016 came into force in October 2016. These are both key points in the life of the scheme and have directly impacted compliance in both countries. Northern Ireland 5 ratings are 7.2% higher than the UK average due, in part, to the introduction of the statutory scheme in NI and preparatory activities carried out to assist the implementation of the statutory scheme.

FHRS unsatisfactory premises: Businesses with ratings of 2 or less are those with the lowest standards of hygiene. Food Safety Officers in local authorities work with these businesses and use a range of enforcement tools and advice to drive improvements. If hygiene standards are very low and there is imminent risk to public health, enforcement actions include prohibiting part of the business operation, or closing the business down.

Slides 9-10 Food and You asked respondents a series of questions about whether they follow recommended practices in relation to five important domains of food safety: cleanliness, cooking, chilling, avoiding cross-contamination and use by dates. To get an overall picture of people’s food safety behaviour, we used the Index of Recommended Practice (IRP), a composite measure of food hygiene knowledge and behaviours within the home, which includes questions from each of the five domains. It provides an overall picture which allows the FSA to track progress towards its strategic aims. Link to Food and You survey:

<https://www.food.gov.uk/sites/default/files/food-and-you-w4-combined-report.pdf>

Link to campaign tracker: https://www.food.gov.uk/sites/default/files/campaigntrackerfebruary2017_0.pdf

Slide 20: Link to ONS report: <https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/publicsectorpersonnel/bulletins/civilservicestatistics/2017> . Caveat to disability scores: 18.7% did not declare.

Caveat to gender: high proportion of male meat inspectors (365 out of 696 male employees).