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## PERFORMANCE AND RESOURCES REPORT: Q3 2016/17

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### INTRODUCTION

1. The accompanying report updates the Business Committee on the FSA's performance, use of resources, and progress in implementing key initiatives from the 2015-2020 strategic plan.
2. This cover paper picks out some of the key points from the quarterly report and adds some context. The paper is in two parts:
  - Food system outcomes: the FSA is working to improve food-related outcomes for consumers. The outcome measures in the report are an indicator of the FSA's effectiveness. The FSA has a joint responsibility with others – including industry, consumers, and other areas of government – to improve outcomes in the food system. The FSA seeks to influence these measures; we cannot control them.
  - FSA performance: the report includes efficiency measures and information on how the FSA spends its budget. The FSA is responsible for the outputs it produces.

### FOOD OUTCOMES

#### Food safety

3. Industry compliance with hygiene controls continues to improve:
  - **Reducing human illness from Campylobacter** is one of the FSA's top four priorities for 2016/17, and the FSA is leading a [programme](#) bringing together the whole food chain to tackle Campylobacter, from farm to fork. In Q1, we reported significant reductions in the percentage of chicken (skin samples) with high levels of Campylobacter. In Q2, we reported a positive indication that this reduction was feeding through into a reduction in human illness. The latest data we had at that time showed a significant drop from the baseline in the number of laboratory confirmed cases of Campylobacter in the UK. In Q3, Public Health England published [data](#) showing there had been 55697 laboratory confirmed cases in England and Wales in 2015 (11% down from 62494 in 2014). Research commissioned by the FSA [estimated](#) that for every laboratory confirmed case of Campylobacter, there are 9.3 cases in the community, so that would equate to approximately 63000 fewer people getting ill from Campylobacter in those two countries. We cannot be certain how much of the drop in human cases is due to the work the FSA has led, as opposed to other factors that may influence campylobacter, but the fact that that contamination levels in poultry have decreased over the same period as

human cases is a positive indicator of our impact. Given the trend, it appears that we are on track to achieve our corporate objective that by the end of March 2017 there should be 100,000 fewer cases of human campylobacteriosis across the UK, measured against a counterfactual of how many cases there would have been without the industry action that has resulted from the FSA's campaign.

- **FHRS – FBO performance:** The trend of improving FHRS ratings continued in Q3 2016/17 (slide 6). As in Q2, across the three countries both the highest level of performance and the greatest rate of improvement in performance in Q3 was in Northern Ireland (where 98.7% of premises achieved a FHRS rating of 3 or above, up from 97.8% at the end of Q2, and where 72.4% of premises achieved a 5 rating, up from 70% at the end of Q2). This strong performance appears to be linked to the display of FHRS scores becoming mandatory there. The improvement in Northern Ireland repeats the pattern when the statutory scheme came into force in Wales. This evidence appears to support the argument that mandatory display drives up hygiene standards, strengthening the case for mandatory display to be introduced in England – an issue the FSA is considering as part of our Regulating Our Future programme.
- **FHRS – Consumer awareness:** The FSA has new data on consumer awareness of the FHRS scheme (slide 7). People are increasingly aware of the scheme, and – of those people who report being aware of hygiene standards when they buy food – the proportion of those who are influenced by hygiene stickers continues to rise.
- **Hygiene standards in the meat industry:** Across the three countries, there was little change in the proportion of meat food business operators achieving 'good' compliance with regulations in Q3. However, the number of meat businesses achieving this level of compliance by the end of 2016 had increased by 7% from the start of the year (slide 9).

### Animal welfare

4. The FSA continues to focus on animal welfare in slaughter houses. Reported non-compliances have fallen on the equivalent quarter last year, and we are working closely with the poultry industry to explore sharing of best practice to address the higher proportion of establishments in this sector reporting incidents (30% in Q3, up from 27% in Q2, compared to 14% in Q3 for red meat slaughterhouses).
5. Whilst the report provides the total number of animals slaughtered in the quarter for red meat and poultry, the number of non-compliances does not directly equate to the number of animals involved, because an incident can affect more than one animal. The data of how many animals are involved in each instance is not currently recorded. The new welfare reporting system, Chronos, will allow the OV to record the number of affected animals by a welfare incident in a separate field. The plan is to start using Chronos as the data source for this section of the

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Performance report from Q4, providing the Business Committee with a clearer picture of how many animals (and percentage of throughput) are affected.

## FSA PERFORMANCE

### Delivering the FSA's business plan

6. The FSA delivered 93 of the 105 milestones in quarters 1-3 of its corporate business plan for 2016/17 (slide 15). Work started but was not complete on 5 further milestones. 7 milestones had not been delivered by the end of Q3:
  - 1 was delivered in January;
  - 2 were on the FSA's surveillance programme, due to the new SRO and the executive management team implementing change to the programme in Q3 in order to meet the new strategic approach to [surveillance](#) that the Board agreed in November. A new programme manager is now in place, a new project mandate has been produced, the programme held a successful summit<sup>1</sup> with a wide range of external delegates, and both the milestones should be delivered in Q4;
  - work on 3 of the milestones (on improving the inspection model for meat, the implementation of the FSA's communications strategy, and a piece of consumer research) is underway and should be completed in Q4;
  - 1 (on the science, evidence and information programme) was put on hold due to other priorities.
7. The Business Committee [set](#) the FSA four top priorities in our business plan for 2016/17:
  - [Regulating our future programme](#)
  - Reducing human illness from Campylobacter
  - Becoming a data-driven organisation
  - Our ways of working
8. There was good progress across all four priorities in Q3 (slides 16 and 17). The Regulating Our Future programme held an event with SMEs, completed the programme's initial pilots, and continued to refine the target operating model.
9. In January, the FSA announced the [outcome](#) of the tender for the supply of Official Meat Control services in meat plants. The tendered service will begin on 27 March under a two-year tender valued at £43.4 million.

### Preparing to leave the EU

10. In Q3, the FSA continued detailed planning to prepare to leave the European Union. The FSA is one of the departments with the most legislation originating from the EU, and we are assessing how no longer being a member of the EU will impact our work.

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<sup>1</sup> <https://www.food.gov.uk/news-updates/news/2016/15753/food-surveillance-summit-get-involved>

11. Extensive engagement with businesses has highlighted opportunities and risks, which the FSA has incorporated into its thinking. We ran a series of round tables with businesses of all sizes across England, Wales and Northern Ireland, and held bilateral meetings with representatives of the most affected sectors.
12. We undertook consumer research to identify how views have shifted since the referendum, to ensure that we and others in government are working with the most up-to-date information about the interests of consumers in relation to food.
13. We held detailed discussions with our Local Authority delivery partners, including Port Health Authorities, on how we will continue to work together to deliver our regulatory responsibilities in the lead up to, and after, leaving the EU. The outcome of this work is being drawn together to inform the FSA's EU Exit Programme, which will be incorporated in our change portfolio.

### **Public trust and awareness**

14. The FSA exists to protect consumers' interests in relation to food, and providing people with information and advice is a critical part of how the FSA fulfils its statutory duties.<sup>2</sup> For this reason, key performance measures for the FSA include our reputation and public trust and awareness.
15. In Q3, public awareness of the FSA was down slightly from Q1 (from 78% to 76% – see slide 8). However, there has been no change in the level of public trust in the FSA, which remains at 66% – the highest it has been since we started measuring it 6 years ago.

### **Open data**

16. Openness and transparency are central to the FSA's strategic plan, and the FSA is working to become a data-driven organisation. We aim to publish 95% of all our datasets. We published 36 datasets in Q3 (slide 18), bringing the total published to date to 92 (34%). FSA Directors are reviewing plans for publishing remaining datasets to ensure that we meet our target, and we have the infrastructure in place and tried and tested publication processes.
17. The total number of datasets rose by 20% in Q3 (from 226 at the end of quarter 2 to 269 by the end of quarter 3). Increasing the number of datasets identified for publication as open data affects the overall rate of progress to the final target of 95%, but this is outweighed by the benefit of having an accurate and complete list of the data we hold so we can better exploit and utilise it, or consider whether there is an ongoing need for it.
18. A significant proportion of the data not yet published is in preparation, and while the target is ambitious, we are still striving to achieve it by the end of 2016/17. We will review the target with the Business Committee at the end of Q4.

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<sup>2</sup> For example, Section 7(2) of the Food Standards Act (1999) states that the Agency has the function of "ensuring that members of the public are kept adequately informed about and advised in respect of matters which the Agency considers significantly affect their capacity to make informed decisions about food."

**People Survey**

19. The FSA has a corporate objective to continue to improve staff engagement levels to be on a par with the high performing units in the Civil Service as measured in the People Survey. It is therefore disappointing that following last year's great improvement, we have not managed to build on that momentum and our staff engagement score has dropped slightly (from 60% to 58%), although it remains much better than it was in 2013 and 2014 (slide 19). The executive management team have produced an action plan with the aim of improving scores next year.

**Budget**

20. The FSA's overall financial performance remains on track for 2016/17, with forecast outturn projected to be within budget for all the major items of programme and admin expenditure (slide 23).

**Next steps**

21. Once the Business Committee has agreed the FSA's priorities for the remainder of the Strategic Plan, Board Members will discuss KPIs for those priorities with the executive, including the new CEO. We will then monitor performance against those KPIs in this report, together with a refresh of the style.



**Food  
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**FSA 17/03/10**

## **FSA Board Business Committee**

### **Performance & Resources report**

**March 2017**

#### **2016/17 Quarter three results and forecast**

**Outcomes: Shared responsibility  
(businesses, FSA, consumers)**

**Outputs: FSA Performance**

**Efficiency: FSA Efficiency & Resources**

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# FSA Performance – Executive Summary

Leading the work to reduce levels of Campylobacter in chicken and reducing the burden of foodborne illness in the UK



**Approximately 100,000 fewer UK human cases of Campylobacter** (page 4)

Driving up hygiene standards and helping consumers choose where to buy safer food



**94.4% of 427,000 food business rated 3 (satisfactory) or above** (page 6)

Carrying out audits to check meat industry compliance with hygiene regulations



**96.9% of 1215 meat businesses rated satisfactory or above** (page 9)

We track public awareness to determine the % of consumers who trust the FSA to ensure food sold is safe and provide advice on food safety in the home



**66% public net trust score of FSA** (page 8)

We have maintained expenditure on front line delivery since 2010/11 and have reduced other expenditure



**£35.9m (28%) annual budget reduction in 2016/17 compared to 2010/11** (page 24)

# Outcome: Food is safe - Reducing cases of Campylobacter

## Approximately 100,000 fewer human cases of Campylobacter per annum

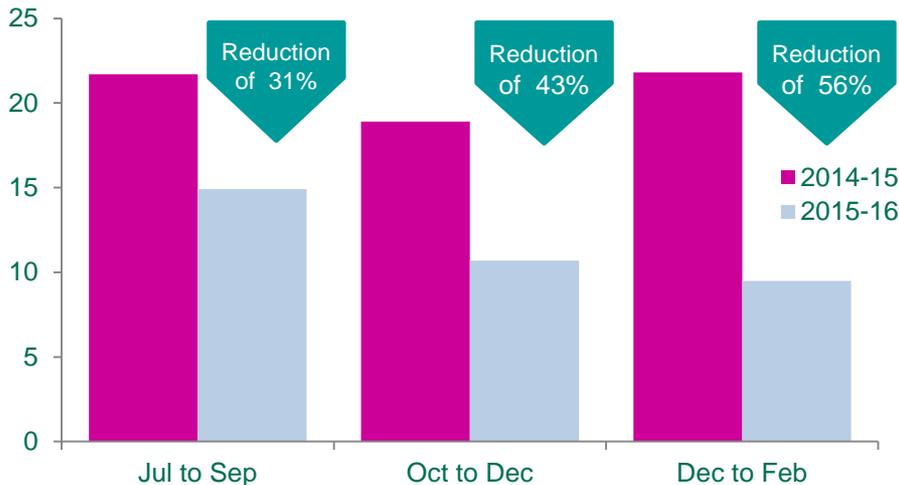
The FSA has a multi-year programme of work to promote industry and consumer change to reduce Campylobacter. This work includes undertaking a microbiological survey of Campylobacter contamination in fresh whole UK produced chilled chickens at retail sale. As a result of the retail survey, several retailers are now taking enhanced action and publicising their intentions.

### Retail survey: sampling of chicken skins

The level of Campylobacter contamination on chicken skin is measured in terms of the number of colony forming units per gram of skin (cfu/g). The primary focus of attention is on high levels of Campylobacter – namely, those over 1000 cfu/g.

The FSA ran a first survey from February 2014 to February 2015 and a second survey from July 2015 to February 2016. The chart below compares three month windows between July and February, where there are comparable data for each year.

### % of chicken skin samples with over 1000 cfu/g Campylobacter



### Confirmed cases of Campylobacter

For the last 12 months for which we have data (July 2015 to June 2016) confirmed lab reports of Campylobacter for the UK dropped by 11,438 (16.1%) from the baseline (2009 to 2013) of 71,261 confirmed lab reports to 59,823 confirmed lab reports. This is estimated to be equivalent to approximately 100,000 cases.

### Campylobacter lab reports by quarter

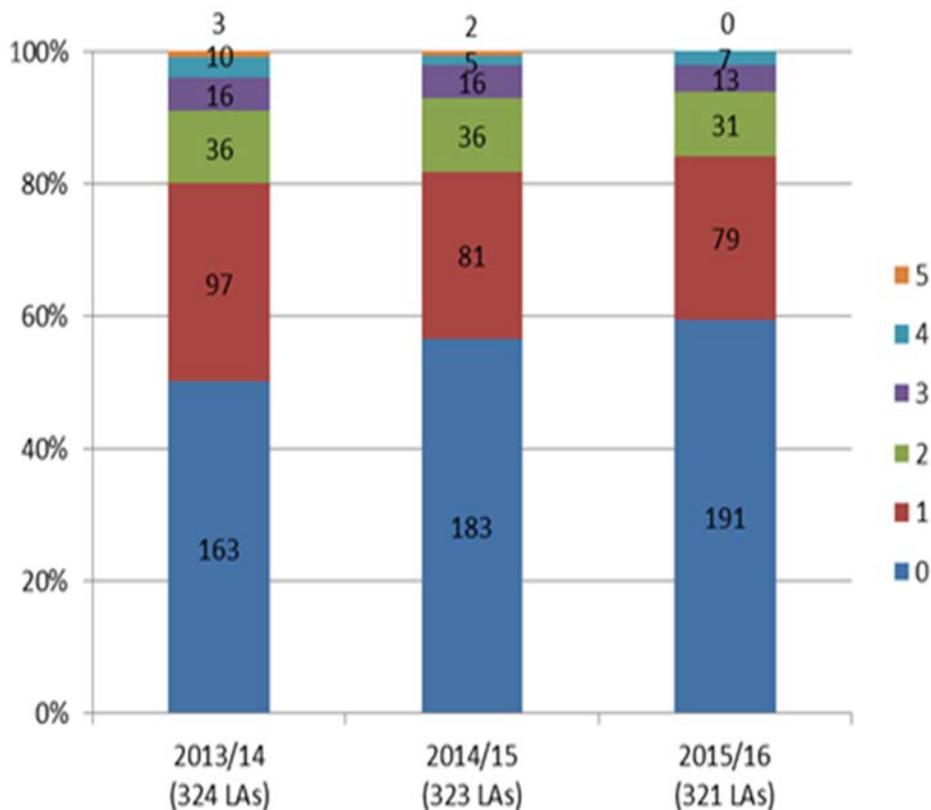


# Outcome: Food is safe – Local Authority Performance

## LAs triggering more than 2 core indicators in LAEMs returns down by 9 from 13/14

The FSA carries out annual data collection on Local Authority (LA) delivery of all food law official controls, by using audits and our Local Authority Enforcement Monitoring System (LAEMS). This system collects data annually on LA's food law enforcement activities. The full [2015/16 report](#) is on the Agency's website. The indicators and triggers used to inform audit selection are unique to England given the greater number of LAs. Category A premises are the highest risk with Category E being the lowest risk. The risk rating of a business will determine the frequency of which it will be audited.

**% of Local Authorities with Indicators Triggered**



### Seven Core Indicators of LA Performance (England)

- Ratio is >2.5 no. of premises subject to formal enforcement actions compared with number of non-compliant category A premises
- <90% of category A hygiene inspections completed
- <90% of category B hygiene inspections completed
- <60% of hygiene interventions achieved as a proportion of all businesses
- >10% of unrated businesses as a proportion of all businesses
- >100 no. of unrated businesses
- >500 ratio of FTEs (full time equivalent) compared with number of businesses

### Planned Follow-up Activity 2017 (England)

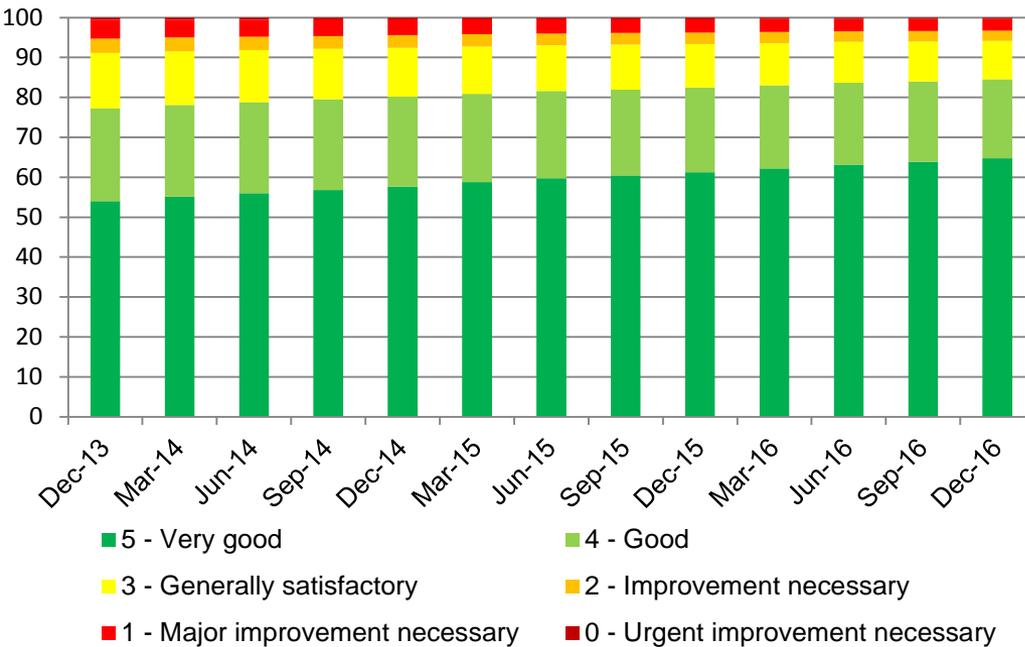
- New audit approach introduced in 2017 of one-day audits focused on key aspects of delivery.
- Of the 51 LAs triggering at least two indicators
  - 4 indicators triggered – 7 LAs (**2 audits planned**; 4 open audits; 1 recently closed)
  - 3 indicators triggered – 13 LAs (**6 audits planned**; 4 open audits; 3 recently closed)
  - 2 indicators triggered – 31 LAs (**13 audits planned**; 4 open audits; 3 recently closed; 11 to be monitored)
- \* impact of open/recently closed audits not reflected in 15/16 LAEMS data
- Remaining audits will include LAs in the lowest 25% of performers (inc. some of those triggering 1 indicator) and intelligence from other sources.
- Auditing high performers to verify data and identify good practice.

# Outcome: Food is safe - Food Hygiene Rating Scheme

**94.4% of 427,000 food business rated 3 or above**

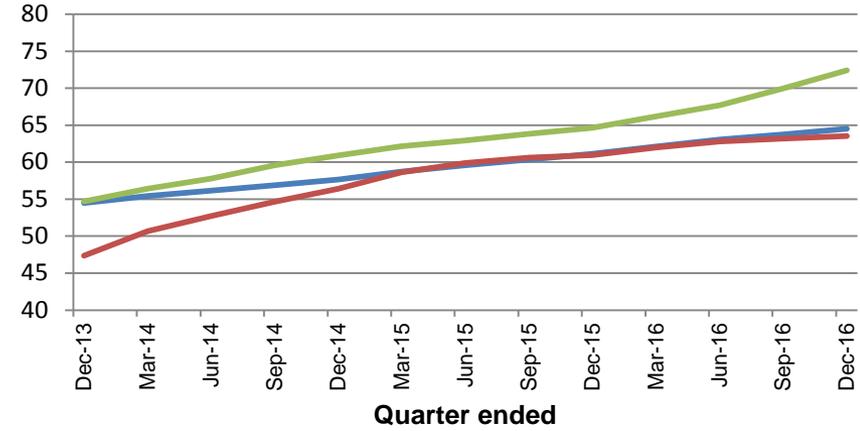
FHRS is operated in partnership with all local authorities in England, Northern Ireland and Wales, who carry out the inspections on which ratings are based. Ratings range from 5 ('Very good') to 0 ('Urgent improvement necessary')

## % distribution of FHRS ratings

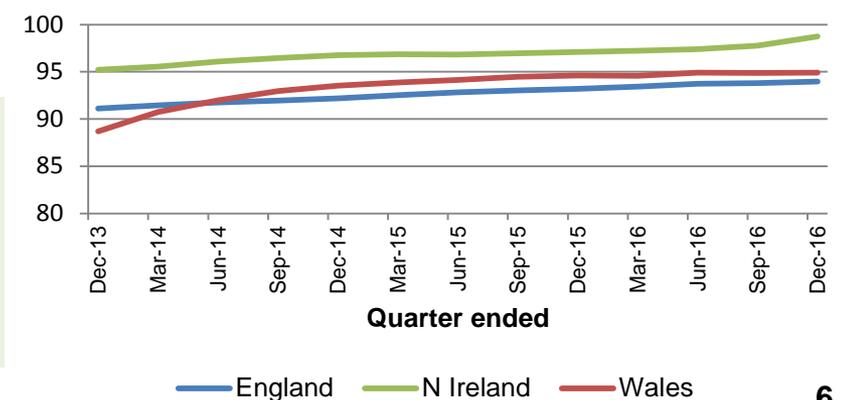


There continues to be a strong improvement in performance in Northern Ireland. 72.4% of business are now rated 5 star, up from 70% at Q2 end. This increase is driven by the introduction of the statutory scheme including work by the district councils such as one to one visits/clinics and seminars and FSA managed media launch increasing consumer and business awareness.

## % of FHRS 5 Ratings



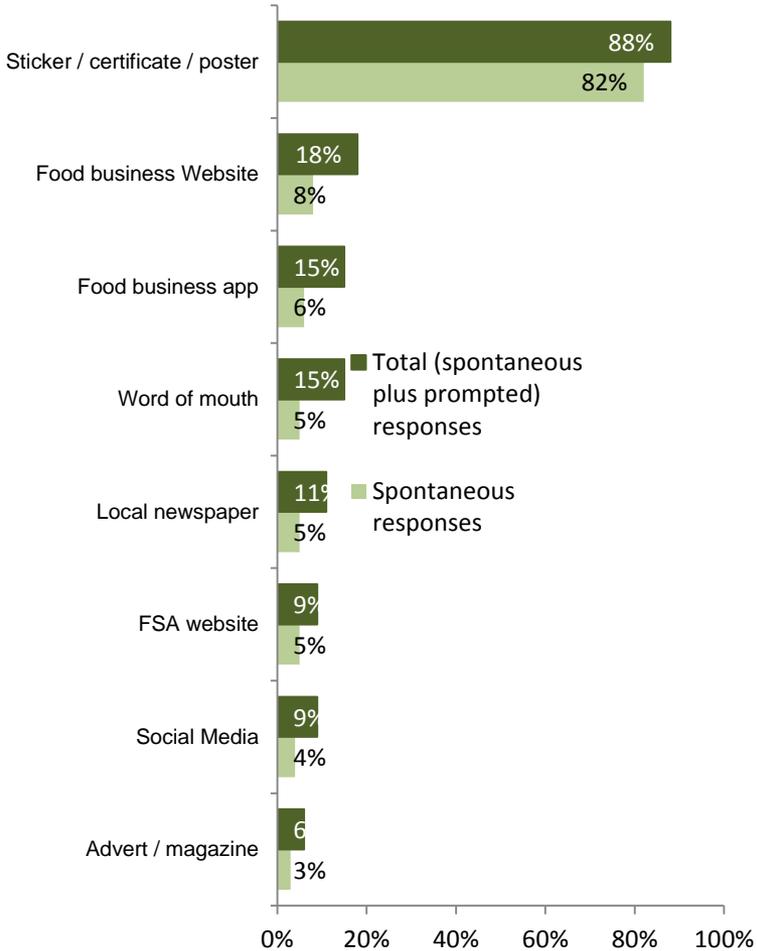
## % of FHRS Ratings 3 and above



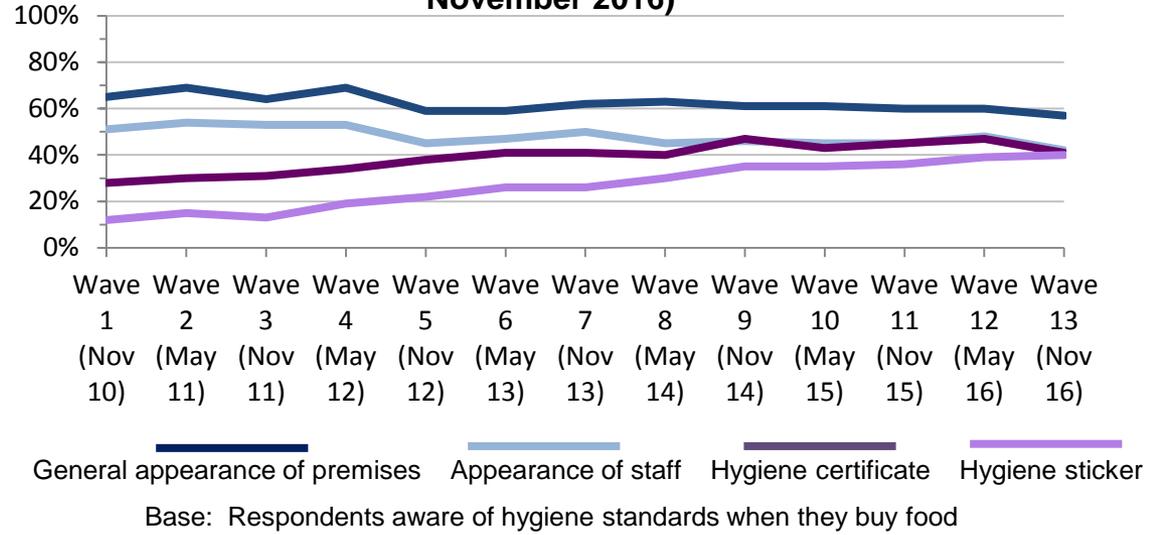
# Outcome: Consumer Awareness – FHRS

Awareness of FHRS sticker as a measure of food hygiene standards for consumers has increased from 12% to 40% since November 2010

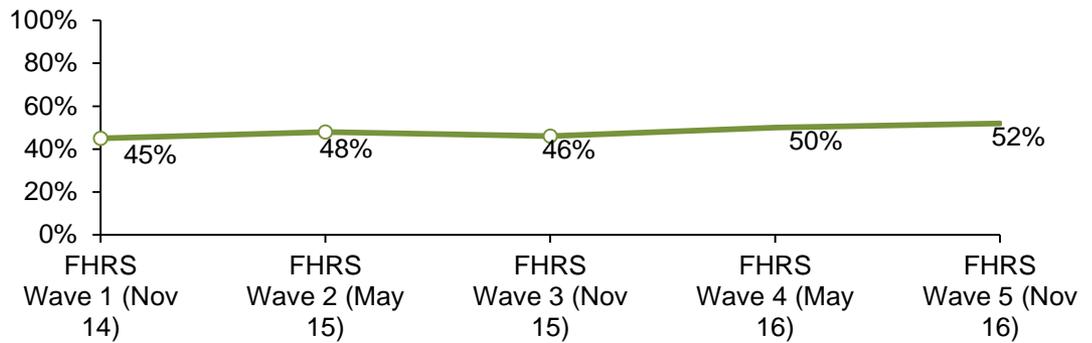
Locations where consumers report having seen or heard about FHRS



Ways respondents are aware of food hygiene standards outside the home (November 2010 – November 2016)



Reported awareness of the Food Hygiene Rating Scheme



Spontaneous response of 'FSA website' significantly increased from 2% to 5% between Waves 4 (May 2016) & 5 (Nov 2016).

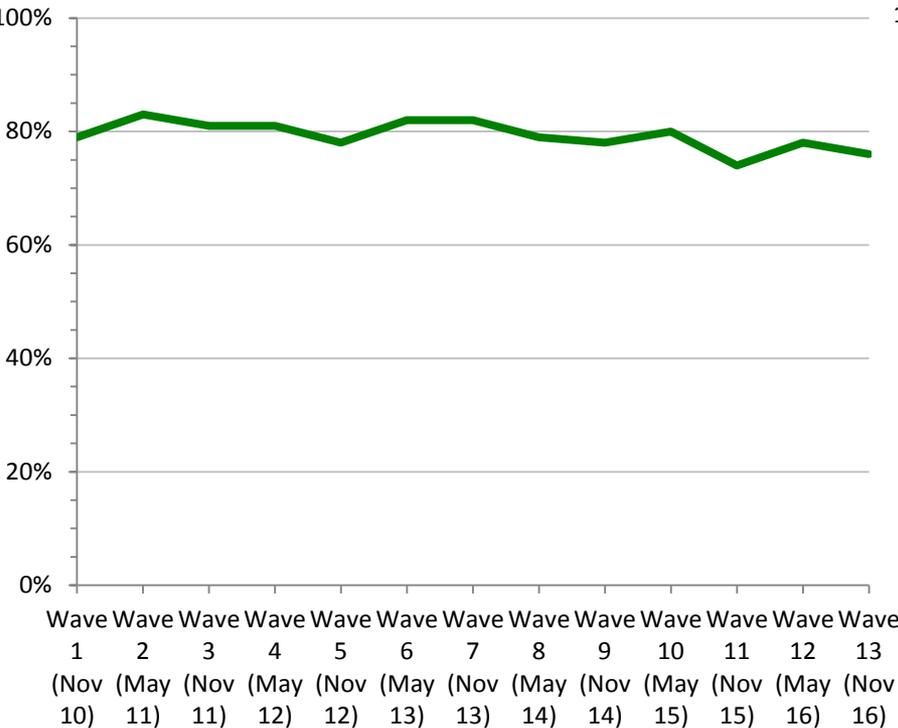
Note: circles represent significantly different results to the current wave (Wave 5)

# Outcome: Public Awareness and Trust of the FSA

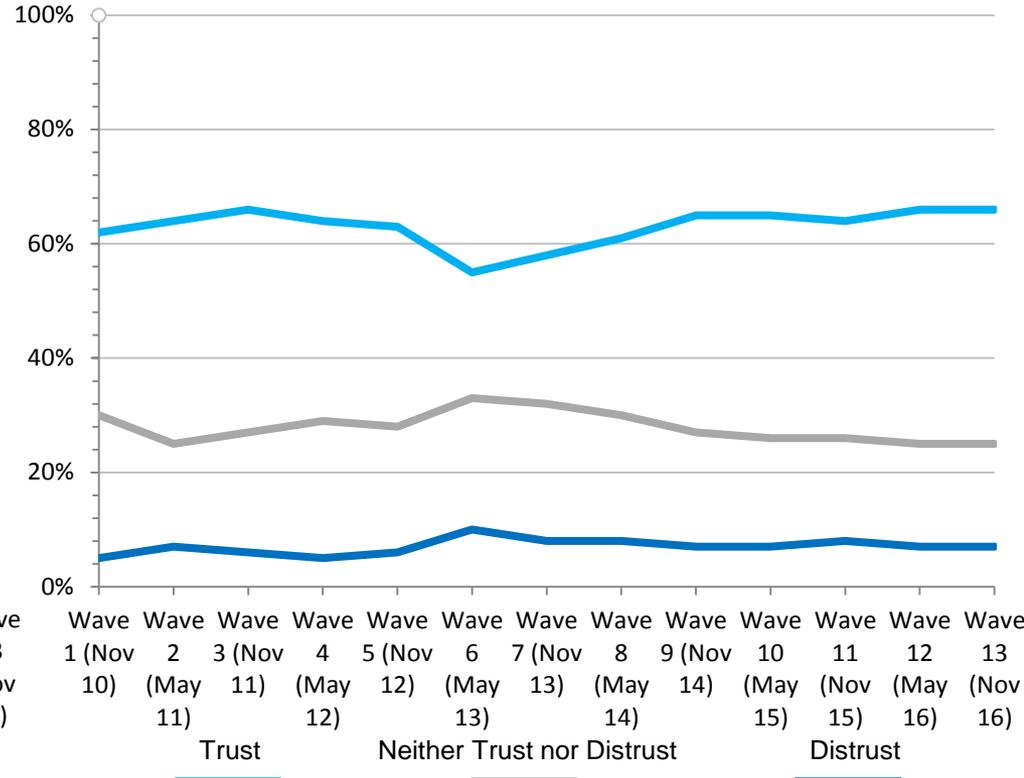
**Of the 76% of people aware of the FSA, 66% trusted the FSA**

76% of people had heard of the FSA in November 2016, compared to 78% in May 2016. In both May and November 2016, 66% of those people who were aware of the FSA trusted the FSA to do its job (i.e. to ensure food sold is safe, and to provide advice on food safety in the home). Follow this link to view the source data <https://www.food.gov.uk/science/research/ssres/publictrackingsurvey>

**Awareness of the FSA  
(November 2010 – November 2016)**



**Trust in the FSA to ensure food sold is safe and to provide advice on food safety in the home  
(November 2010 – November 2016)**



# Outcome: Food is safe

## Meat Food Business Operator compliance with regulations

**96.9% of 1215 meat business rated satisfactory or above for compliance**

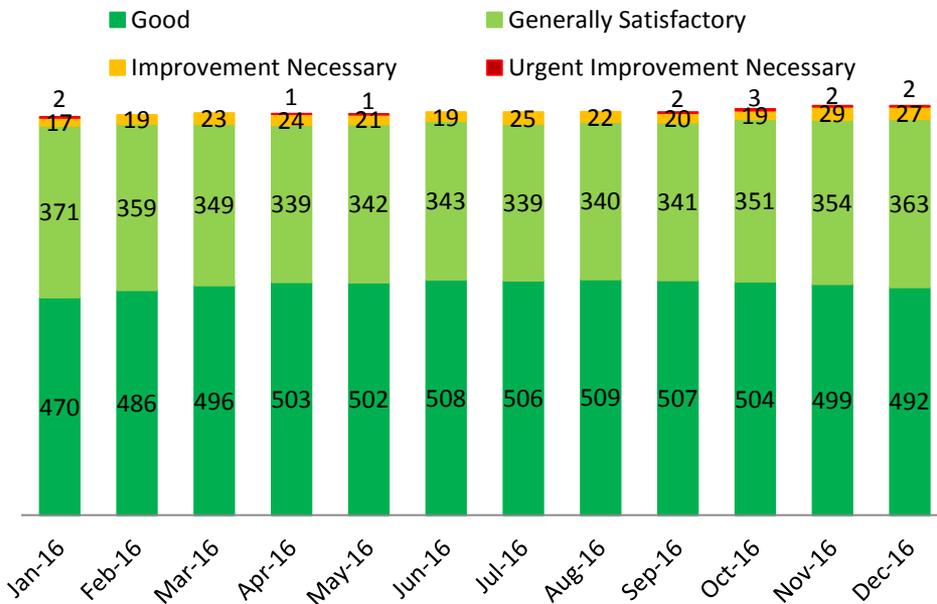
It is the responsibility of food business operators to comply with regulations. In addition to routine official controls and inspections, the FSA carries out audits to verify compliance and works with FBOs to identify where improvements are necessary. Where an audit finds that a food business operator is non-compliant with regulations, urgent improvement is necessary.

**6.6%**

increase in establishments achieving 'Good'.

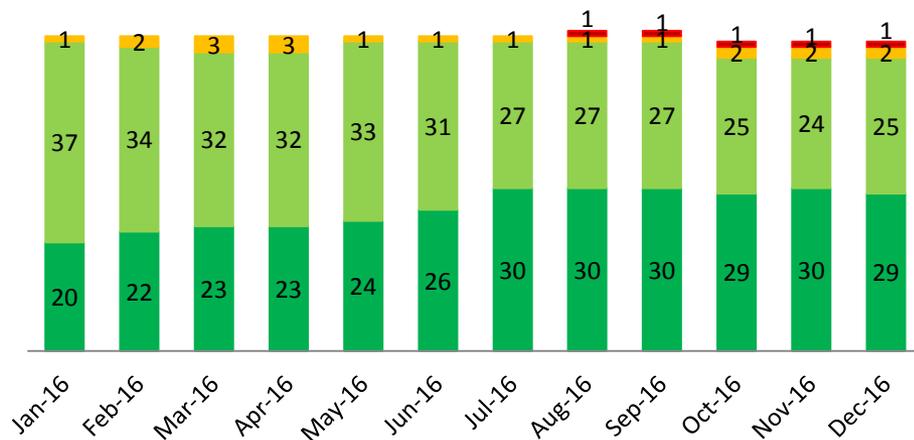
England, Wales & Northern Ireland since January 2016.

### England

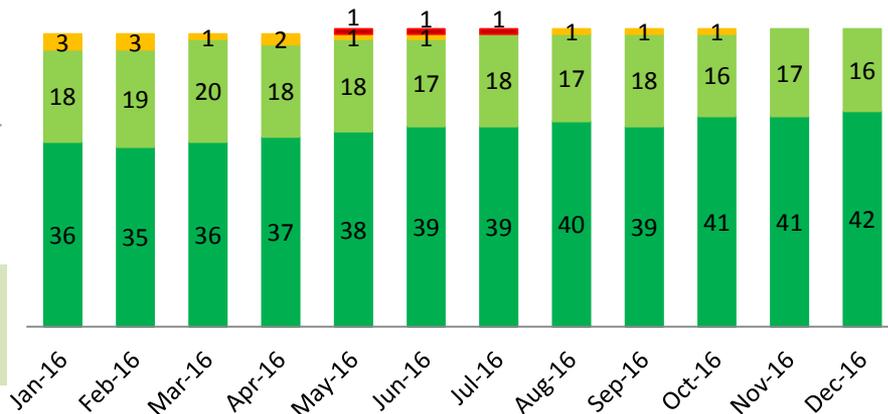


Figures include wholesale market

### Wales



### Northern Ireland

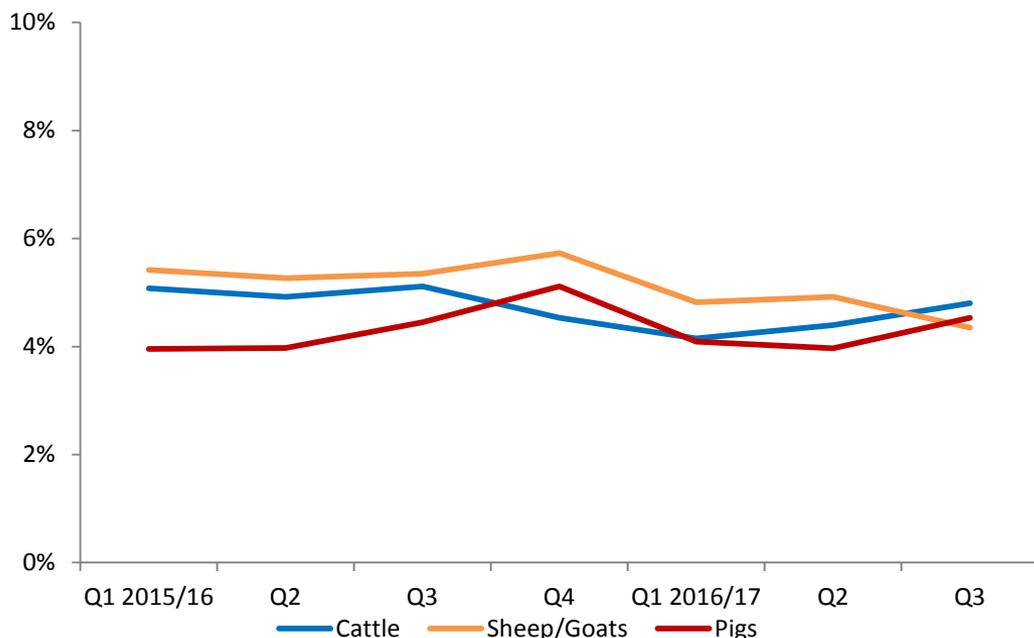


Analysis being undertaken to better understand characteristics of FBOs who have repeatedly fallen into the category of 'improvement necessary' and 'urgent improvement necessary'. This analysis will inform FBO performance improvement activity going forward.

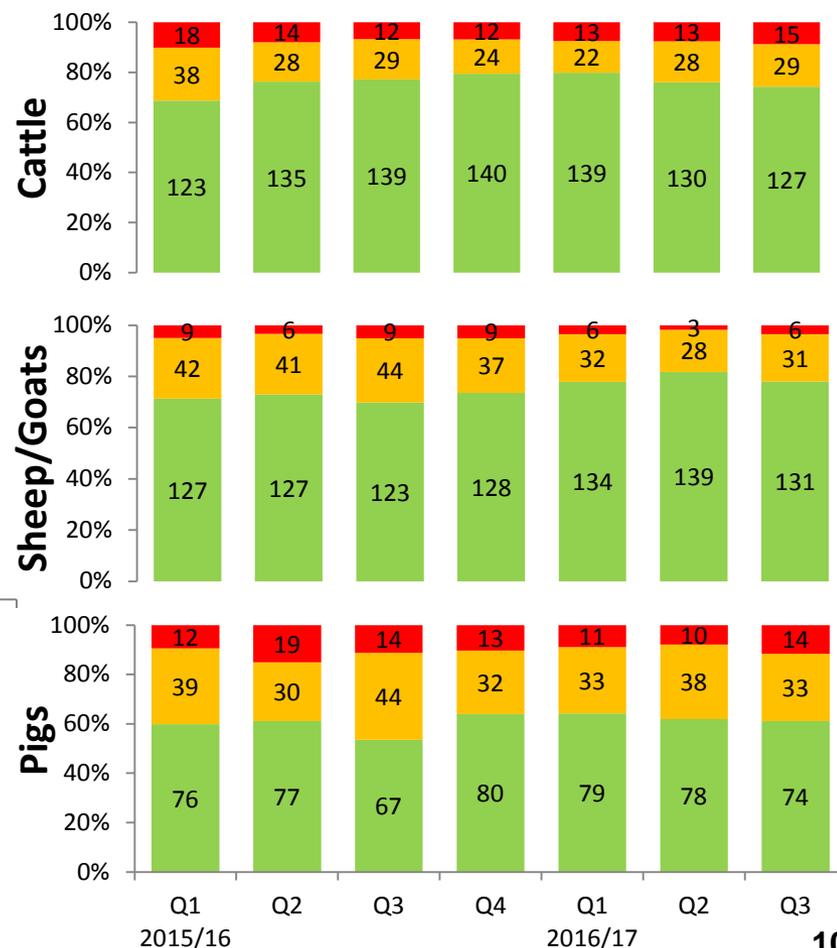
# Outcome: Food is safe – Meat Inspection Contamination identified at final FBO inspection point

Average carcass compliance levels in England and Wales following post-mortem inspection verification checks are used as a measure of how well an FBO's food safety management controls have worked. Where contamination is observed, the FBO has to take rectification before meat may pass into the food chain. Traffic light banding is used to direct FSA inspection resource to those FBOs who are least compliant. There is no acceptable level of contamination.

### Average contamination levels recorded by throughput



### Contamination level recorded by establishment



In all NI approved red meat slaughterhouses contamination levels are recorded at final inspection with monitoring and follow up action undertaken by DARD Veterinary Public Health Programme (VPH). Data is also provided to FSA in NI for discussion and trend analysis on a monthly basis.

Contamination levels			
Cattle	<6%	<10%	10%+
Sheep/Goats	<6%	<10%	10%+
Pigs	<3%	<6%	6%+

# Output: Food is safe – Meat Inspection

## Accuracy assessment of FSA teams carrying out Post-Mortem Inspection

An important function for FSA inspectors is to inspect carcasses and offal at post-mortem inspection. At slaughterhouses in England and Wales, as part of our qualitative performance monitoring, an Official Veterinarian (OV) will check a sample of carcasses and offal that have been health marked (or inspected, in the case of poultry). In NI, post mortem inspection is carried out by Official Auxiliaries from DARDs VPHP, accuracy is verified on a daily basis by DARD OVs or Senior Meat Inspectors.

Dec 2016	Cattle	Sheep/Goats	Pigs	Poultry
Average Carcase Accuracy (%)	99.8	99.3	99.8	99.6
Number of Carcase Checked	13,679	24,965	14,451	352,135
Average Offal Accuracy (%)	99.9	99.9	100	
Number of Offal Checked	13,323	24,857	13,675	

**Management guidelines for accuracy of Post Mortem Inspection**

≥98%

<98%

# Output: Animal Welfare – Non compliances

## Reported non-compliances have fallen on the equivalent quarter last year

The FSA enforces animal welfare legislation at slaughterhouses in England and Wales and reports instances of non-compliance. The data below show the instances categorised as either ‘major’ (i.e. likely to compromise animal welfare but where there is no immediate risk to animals, may lead to a situation that poses a risk to animals) or ‘critical’ (i.e. poses a serious and imminent risk to animal welfare or one where avoidable pain distress or suffering has been caused). Reported non-compliances are followed up by appropriate enforcement action.

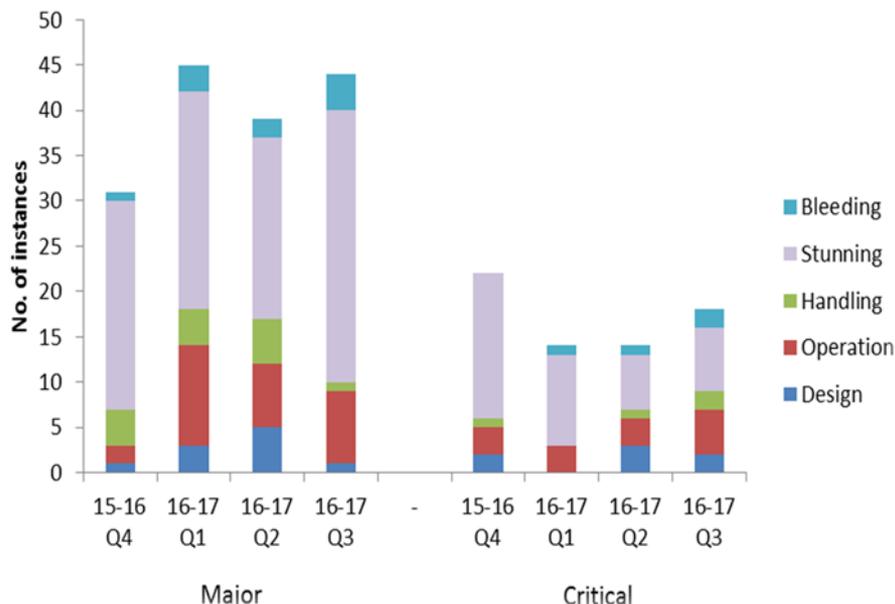
### Q3 Red meat (includes cattle, calves, goats, pigs, sheep)

Number of instances recorded	Number of animals slaughtered	Number of establishments recording issues
62 (44 Major & 18 Critical)	6,162,882	30 (out of 208 Approved)

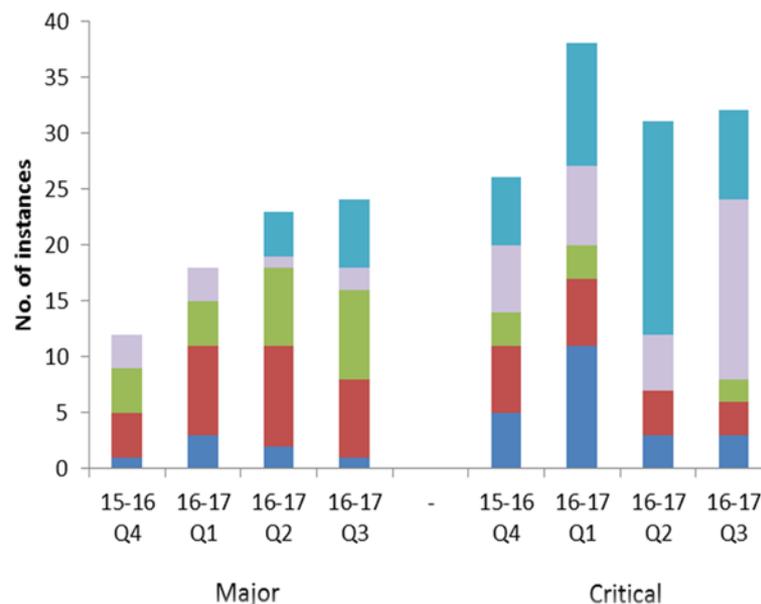
### Q3 Poultry (includes broilers, ducks, guinea fowl, hens, turkeys)

Number of instances recorded	Number of birds slaughtered	Number of establishments recording issues
56 (24 Major & 32 Critical)	234,317,894	24 (out of 73)

### Operational non-compliances Red Meat Species

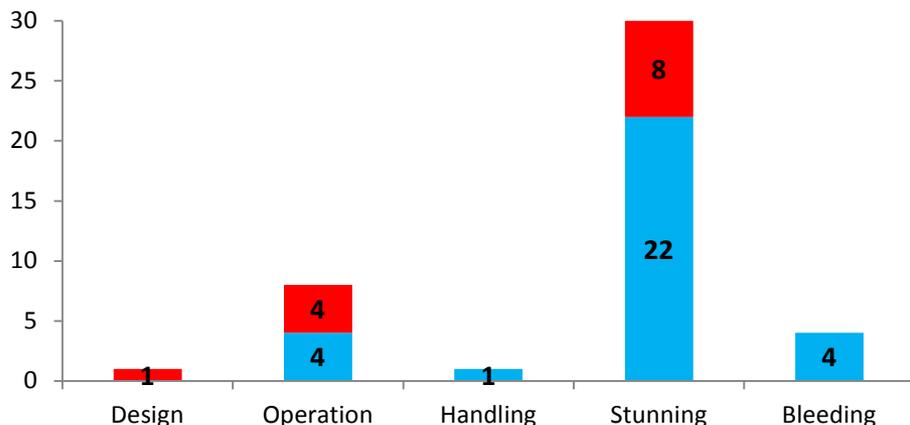


### Operational non-compliances Poultry Species

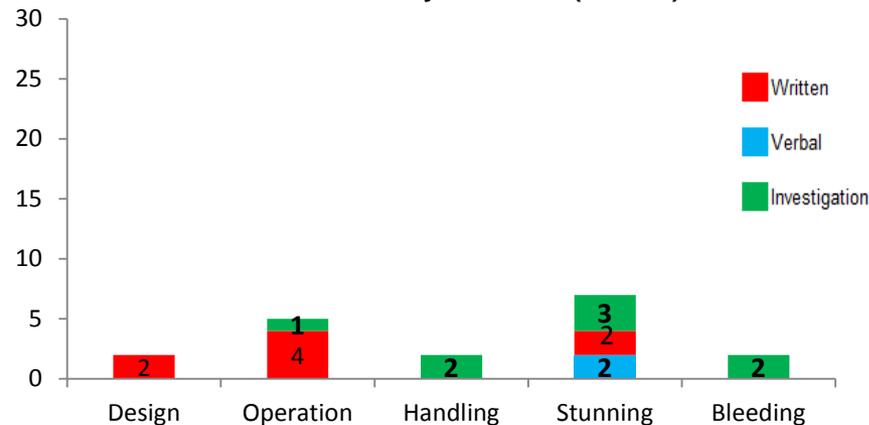


# Output: Animal Welfare – Enforcement Activity

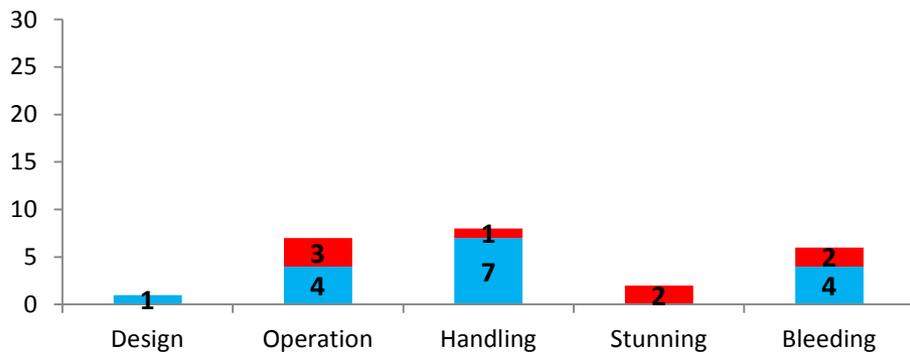
## Q3 Enforcement activity Red Meat (Major)



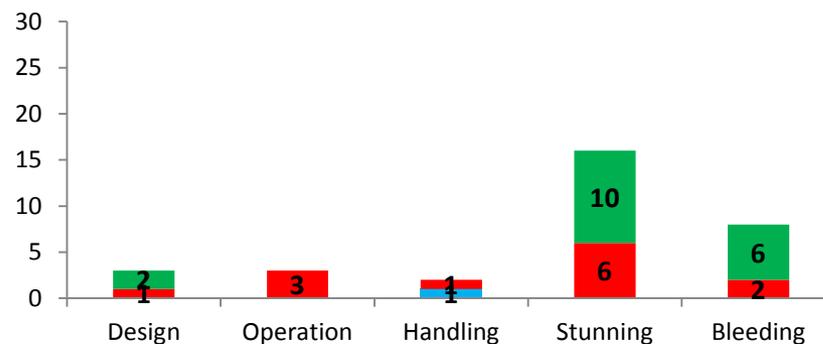
## Q3 Enforcement activity Red Meat (Critical)



## Q3 Enforcement activity Poultry (Major)



## Q3 Enforcement activity Poultry (Critical)

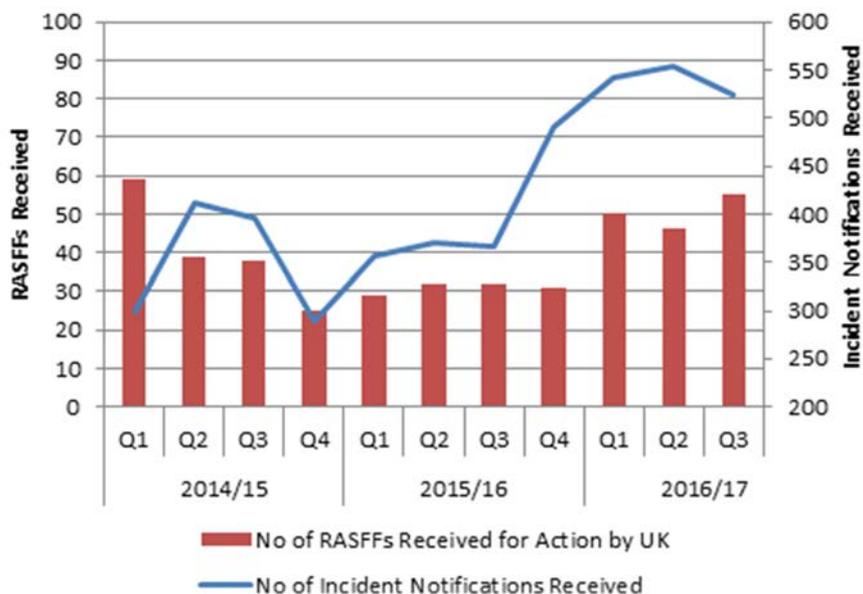


- There are **24** establishments using the non-stun slaughter method, **4** of these establishments had major or critical breaches in Q3 (**17%**)
- There are **19** establishments using a combination of non-stun and stun slaughter methods, **7** of these establishments had major or critical breaches in Q3 (**37%**)
- There are **238** establishments using the stun only slaughter method, **43** of these establishments had major or critical breaches in Q3 (**18%**)

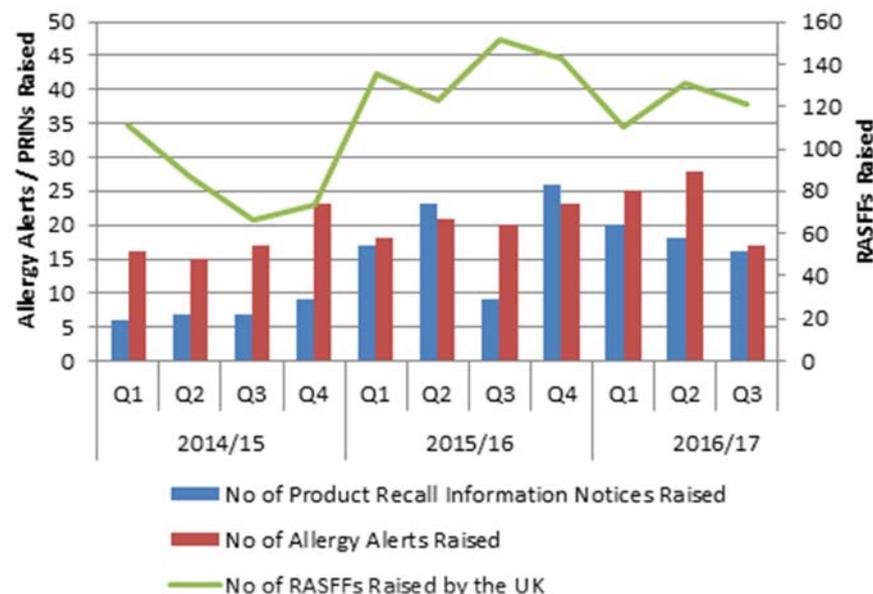
# Output: Food is what it says it is - Incidents

An incident is defined by the FSA as: 'Any event where, based on the information available, there are concerns about actual or suspected threats to the safety or quality of food and feed that could require intervention to protect consumers' interests. A list of incidents for October to December 2016 can be found here: <https://www.food.gov.uk/news-updates/news/2017/15935/fsa-publishes-list-of-incidents-for-october-to-december-2016>

## Notifications Received



## Alerts Raised



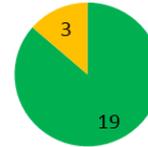
Food business operators are required, under Article 19 of European Regulation No. 178/2002, to inform the competent authorities where they have reason to believe that a foodstuff that they have imported, produced, manufactured or distributed is not in compliance with food safety requirements. In the case of the UK, the competent authorities are the Food Standards Agency and the food authorities (local and port health authorities). Food safety information is communicated between the European Commission and Member States using the Rapid Alert for Food and Feed (RASFF) system.

# Outputs: FSA Corporate Business Plan 2016/17

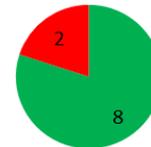
## Delivering corporate priorities



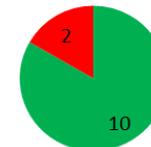
- Reducing human illness from Campylobacter
- Interests of vulnerable people
- Product recalls project



- Fighting food fraud: the next steps for the National Food Crime Unit
- Surveillance



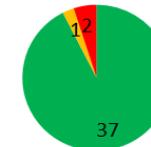
- Science, Evidence and Information Strategy implementation programme
- Our Food Future



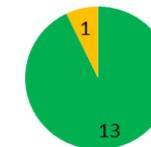
- Implementation of our communications strategy



- Regulating Our Future Programme



- Our Ways of Working Programme
- Becoming a Data-driven Organisation

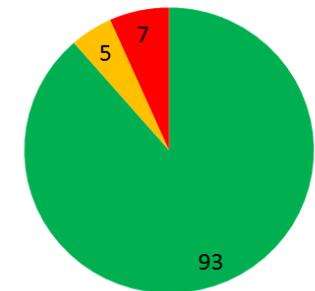


The FSA's corporate business plan for 2016/17 includes 11 priority activities, across the 6 areas of our strategic plan.

Progress in delivering these activities is measured by quarterly milestones:

- Green: Delivered to plan
- Amber: Delivery underway but not complete / Delivered in part
- Red: Not delivered – see explanation in cover note

### Milestone Summary



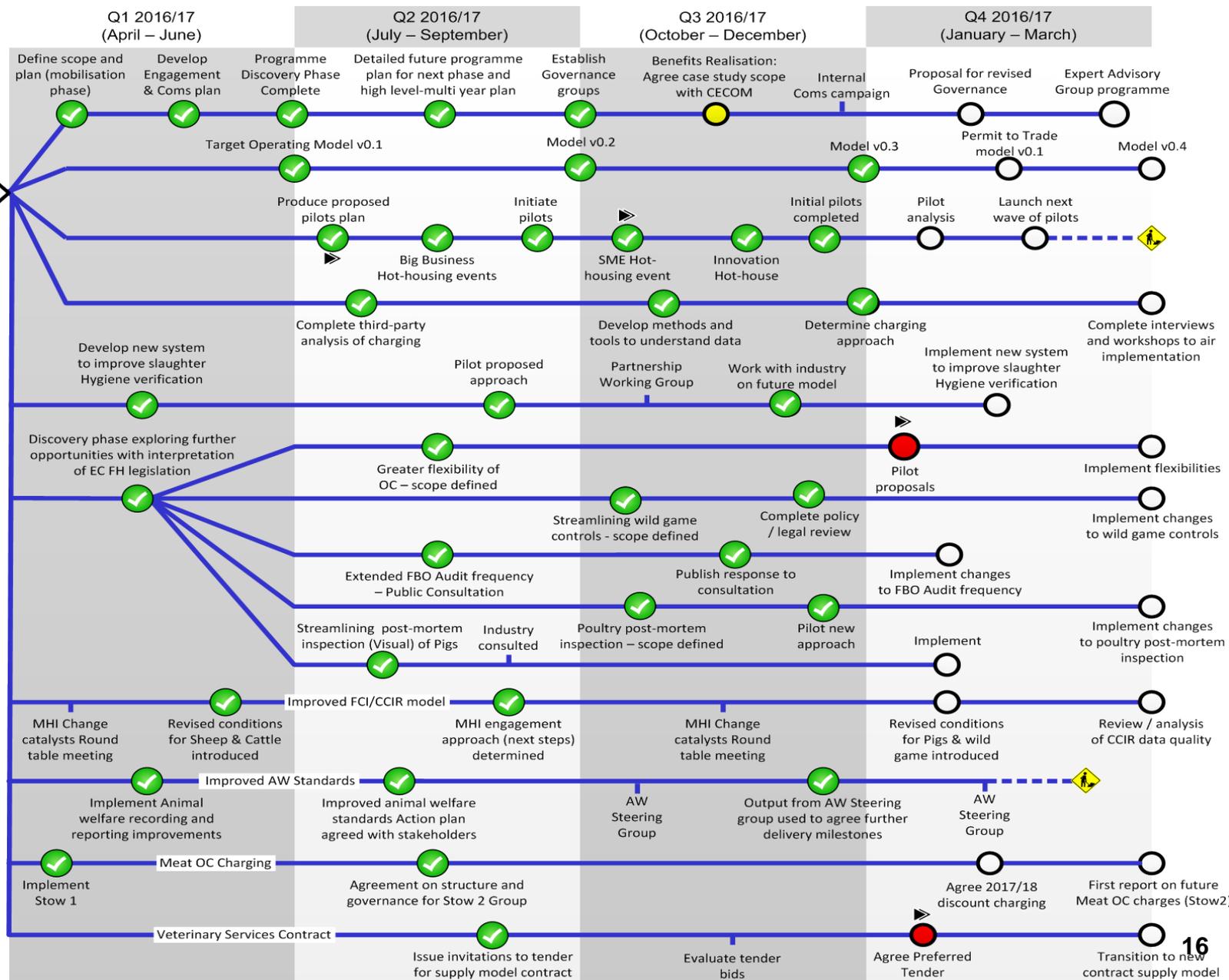
# Outputs: FSA Corporate Business Plan 2016/17

## Regulating Our Future Programme



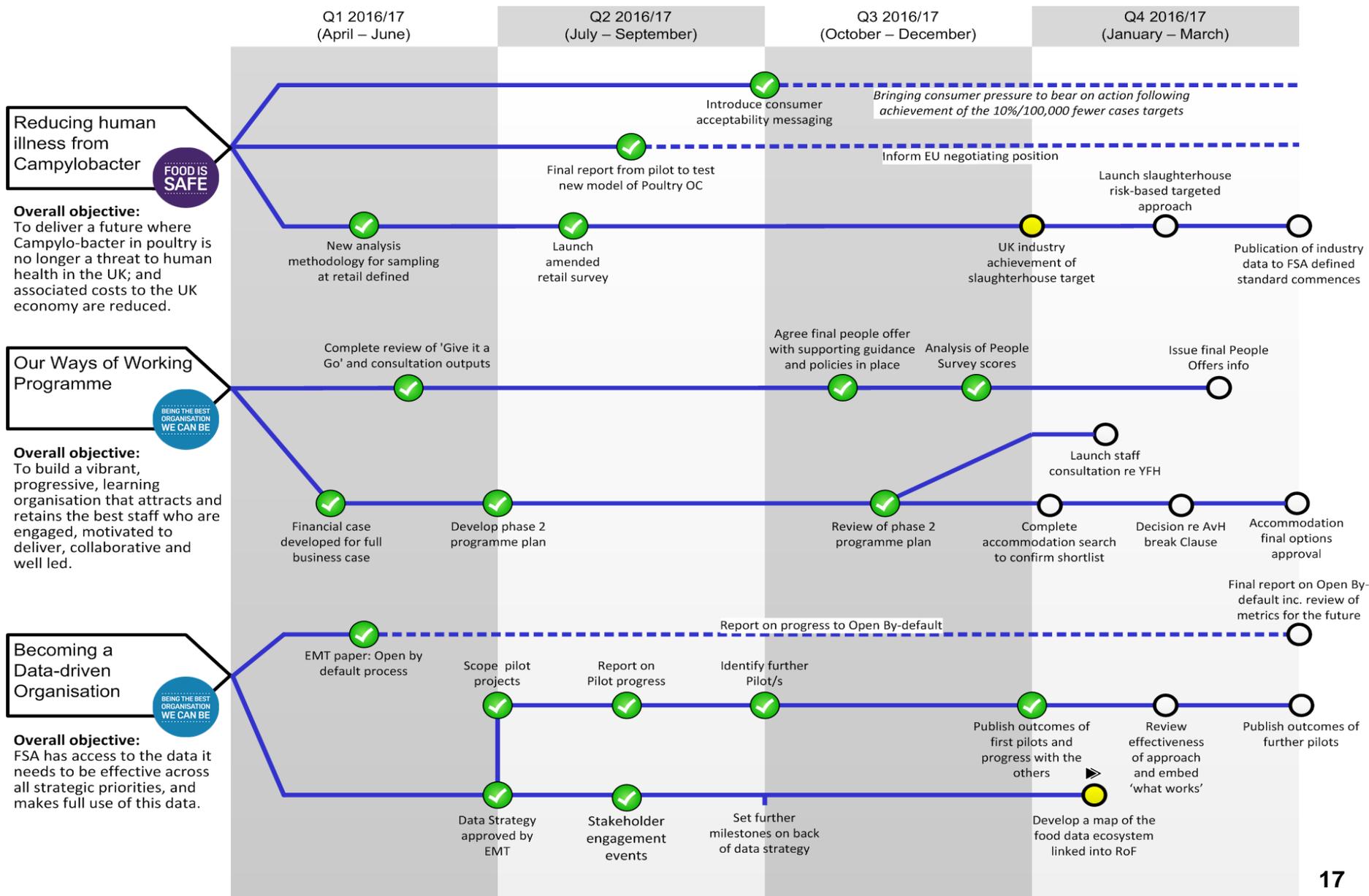
**Overall objective:**  
To develop and implement a new and sustainable approach to regulation that leverages business behaviour change to deliver benefits for consumers. Building and applying effectively a regulatory toolkit that ensures a long term sustainable delivery approach to regulating food, including the development of complementary or alternative delivery models - including their sustainable funding - for meat

The FSA has four top corporate priorities for 2016 / 17. This slide and the next show our progress in delivering the milestones for those four priorities.



# Outputs: FSA Corporate Business Plan 2016/17

## Delivering the top corporate priorities (continued)



# Efficiency: Open Data – Delivery towards Open by Default

An additional 36 datasets have been published in Q3

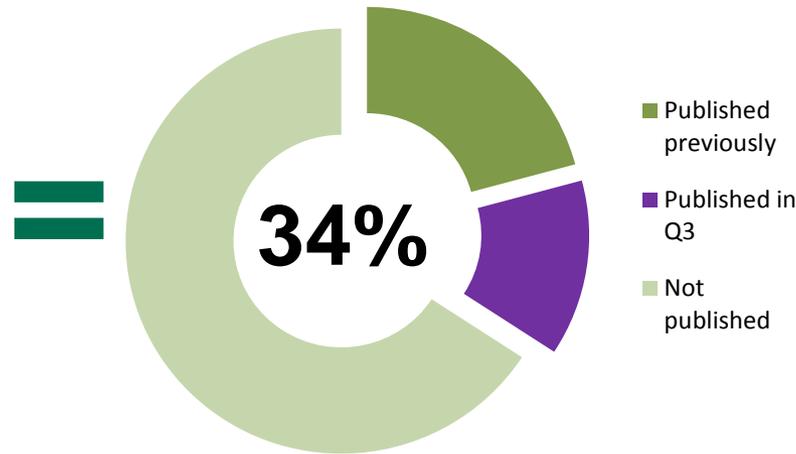
**Open Data** is data that everyone can access, use and share. One of the FSA's objectives is to become a data-driven organisation that uses data that is 'open by default'. Using open data is one of the ways that the FSA will achieve its commitment in the strategic plan of making information available to consumers in a way that is accessible

Our open data journey so far...

92

datasets published (out of 269)

Target: 95% of datasets to be published as open data by the end of 2016/17



... of which in 2016/17 Q3

36

data sets were published

The percentage of datasets published has risen from 25% at the end of quarter 2 to 34% at the end of quarter 3

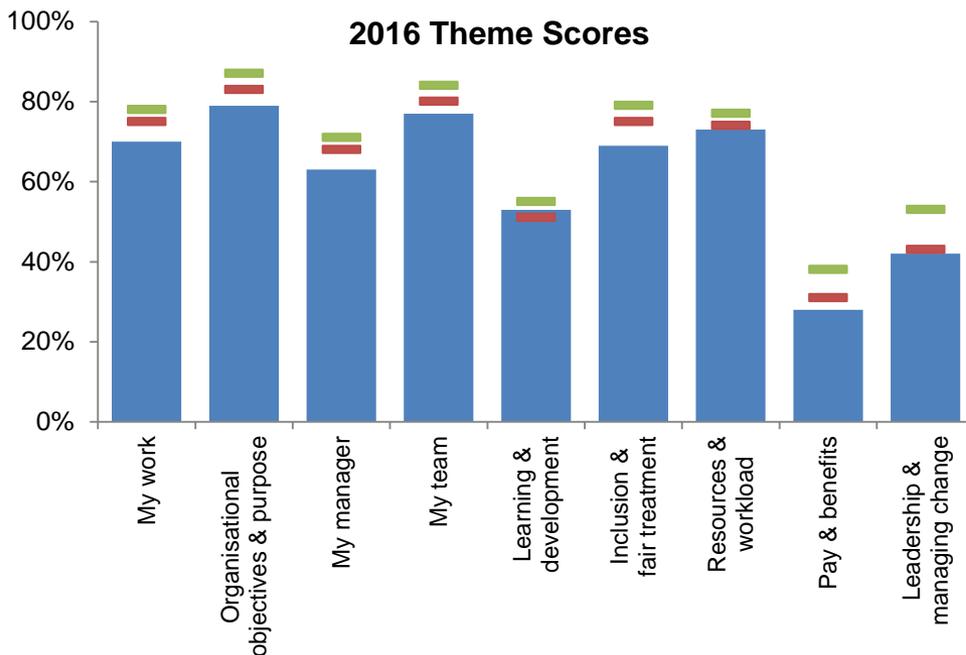
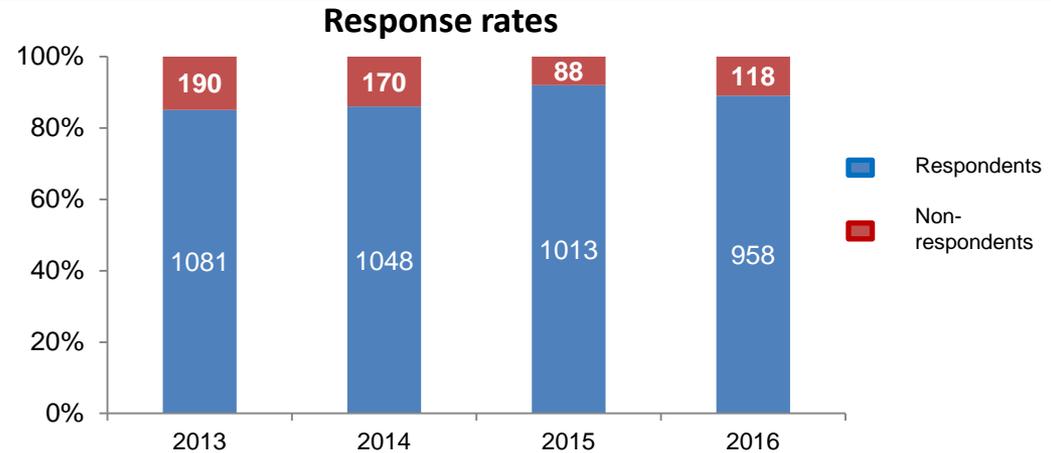
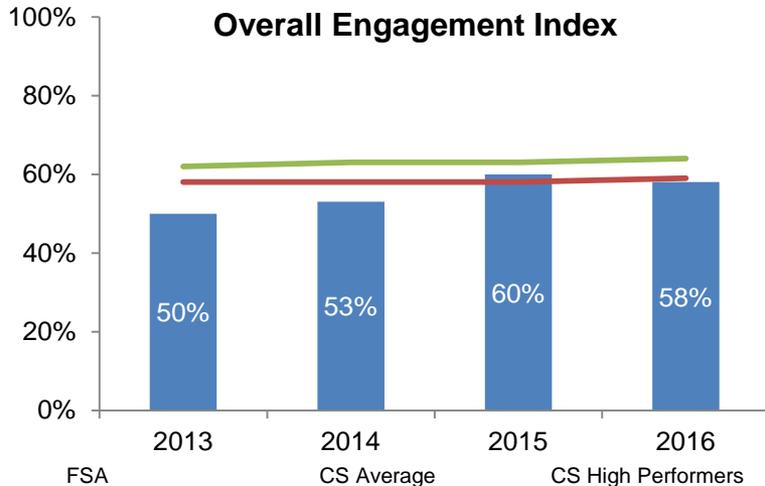
The FSA's average openness rating:



Datasets are given an 'openness rating' to give a simple indication of how well the dataset has been made open. The criteria are based on the Five Stars of Openness developed by Tim Berners-Lee. 7% of published datasets have an Openness Rating of 3 or higher. We are aiming for 3 stars.

# Output: Civil Service People Survey

Staff engagement score has dropped from 60% to 58% although remains much better than 2013 and 2014 score



- Strong 89.4% response rate to this years' survey, well above the Civil Service (CS) response rate of 65%.
- Exceeded the CS) average in Learning and Development and are close to the CS for Leadership and Managing Change and Resources and Workload.
- Engagement index is 58%, slightly down on the 60% we achieved in 2015 - one point behind the CS, and six points behind the high performers – where we are aiming to be.
- Scores are however an improvement on 2014.
- We are disappointed we haven't managed to build on the momentum of last year's improvement.
- The Executive Management Team have agreed a corporate action plan to make strong improvements in the areas of line management and managing change. We are pleased to continue to score above the CS when it comes to taking action on the results of the survey; 59% believe that managers will take action on the results of the 2016 survey and we are therefore confident we can make the necessary improvements.

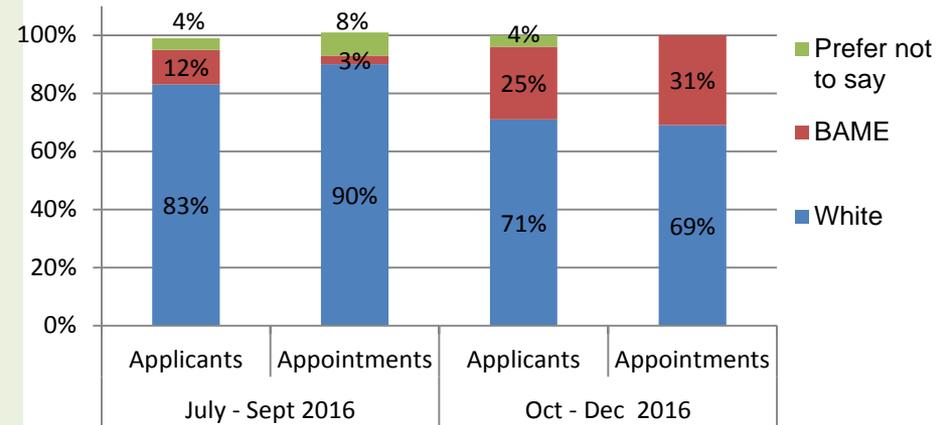
# Efficiency: Organisational Development and Diversity

## Being the best organisation we can

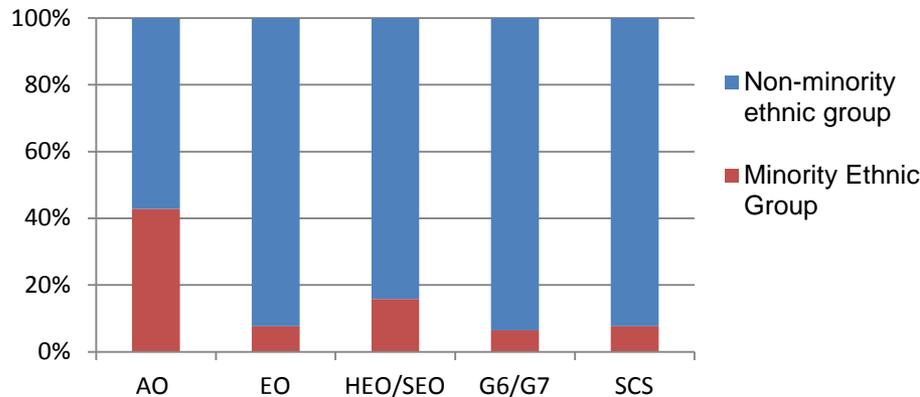
### Increasing Diversity & Inclusivity

- There has been a positive shift in the balance of appointments by ethnicity from the last quarter. This continues to be one of our priority areas.
- We have opened an opportunity for individuals in minority and underrepresented groups at AO and G7/6 grade to apply for the next Positive Action Pathway programme to help those with desire and potential to progress in the Civil service.
- Our networking scheme '*randomised networking*', launched to help staff develop within the Agency, in particular to learn about each other's roles and experiences has had a positive impact with around 80 employees taking part each month.
- We will shortly be launching new support for people with dyslexia; this will include access to our in-house face to face support.

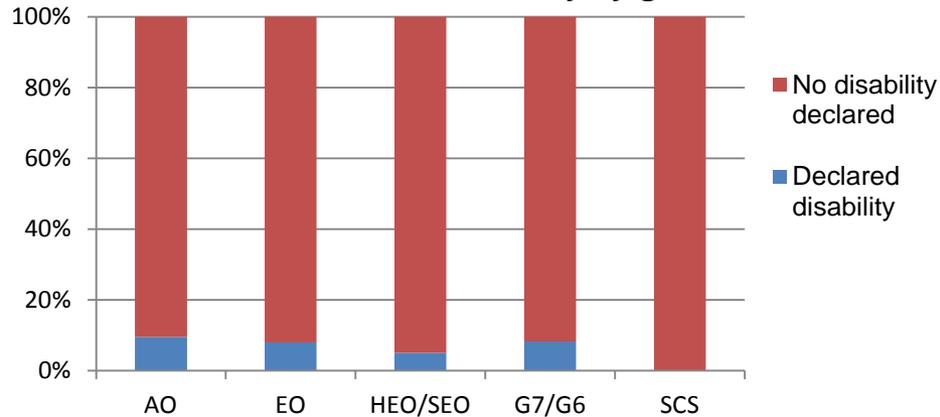
Applicants to appointment ratios by declared ethnicity



Declaration of ethnicity by grade

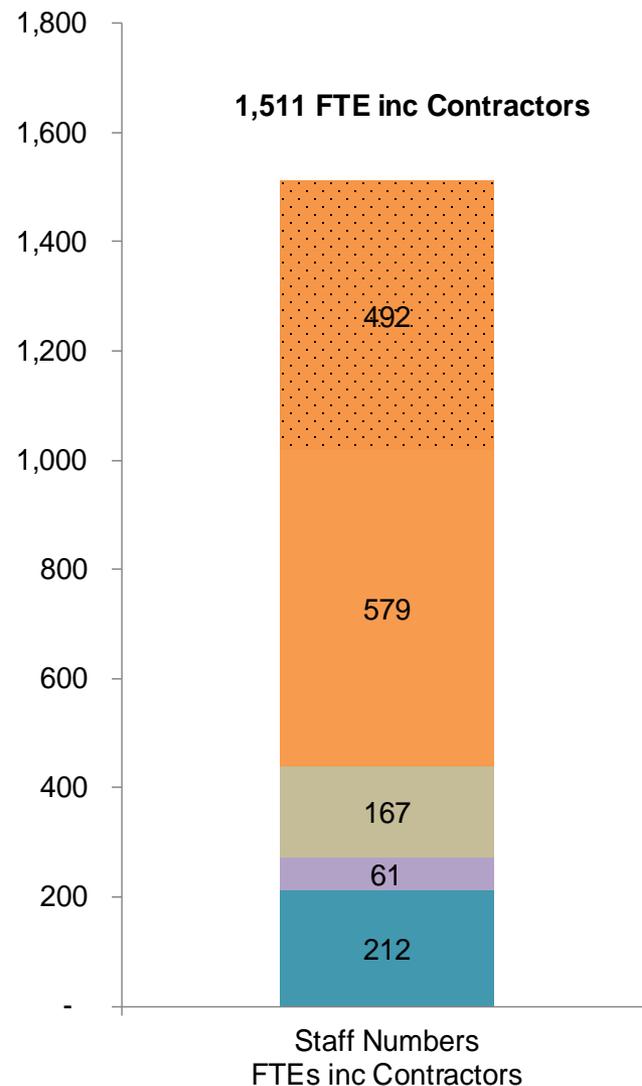
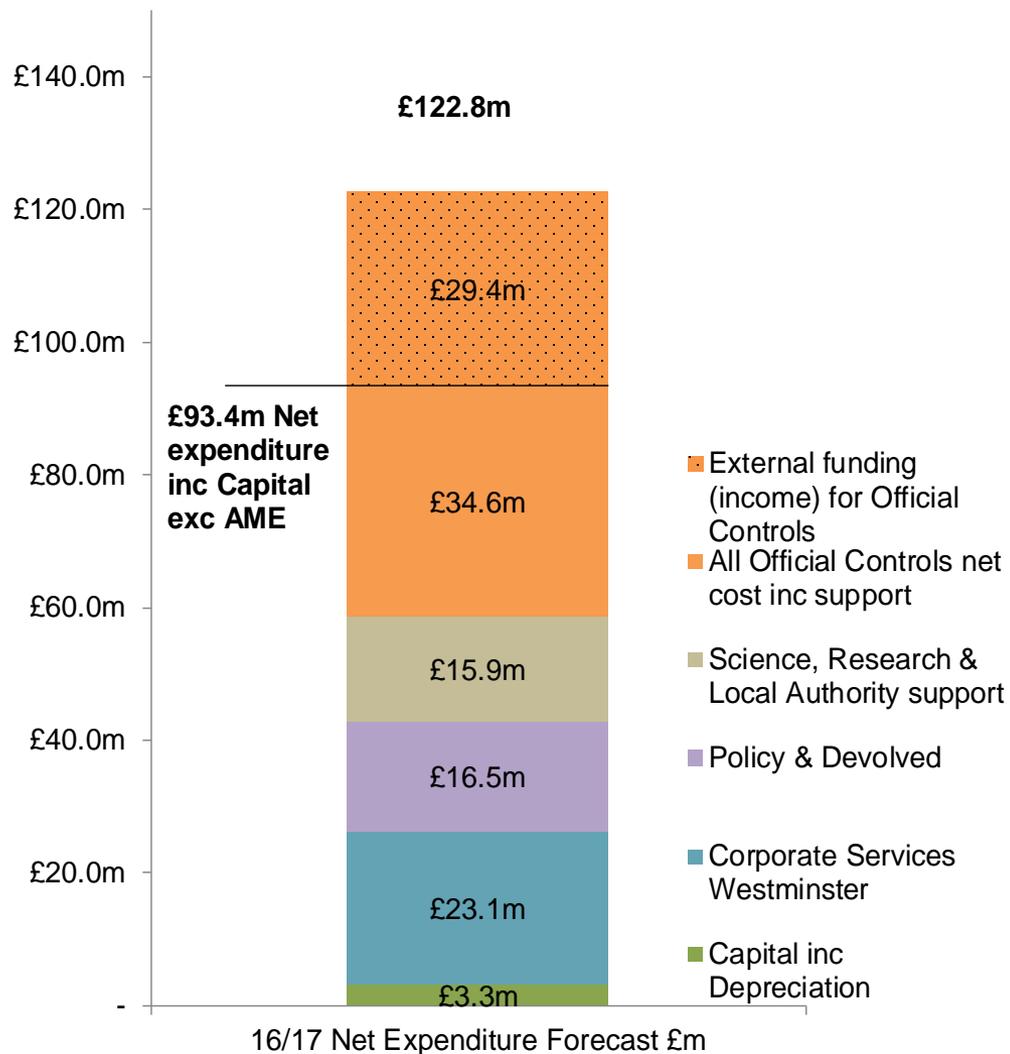


Declaration of disability by grade



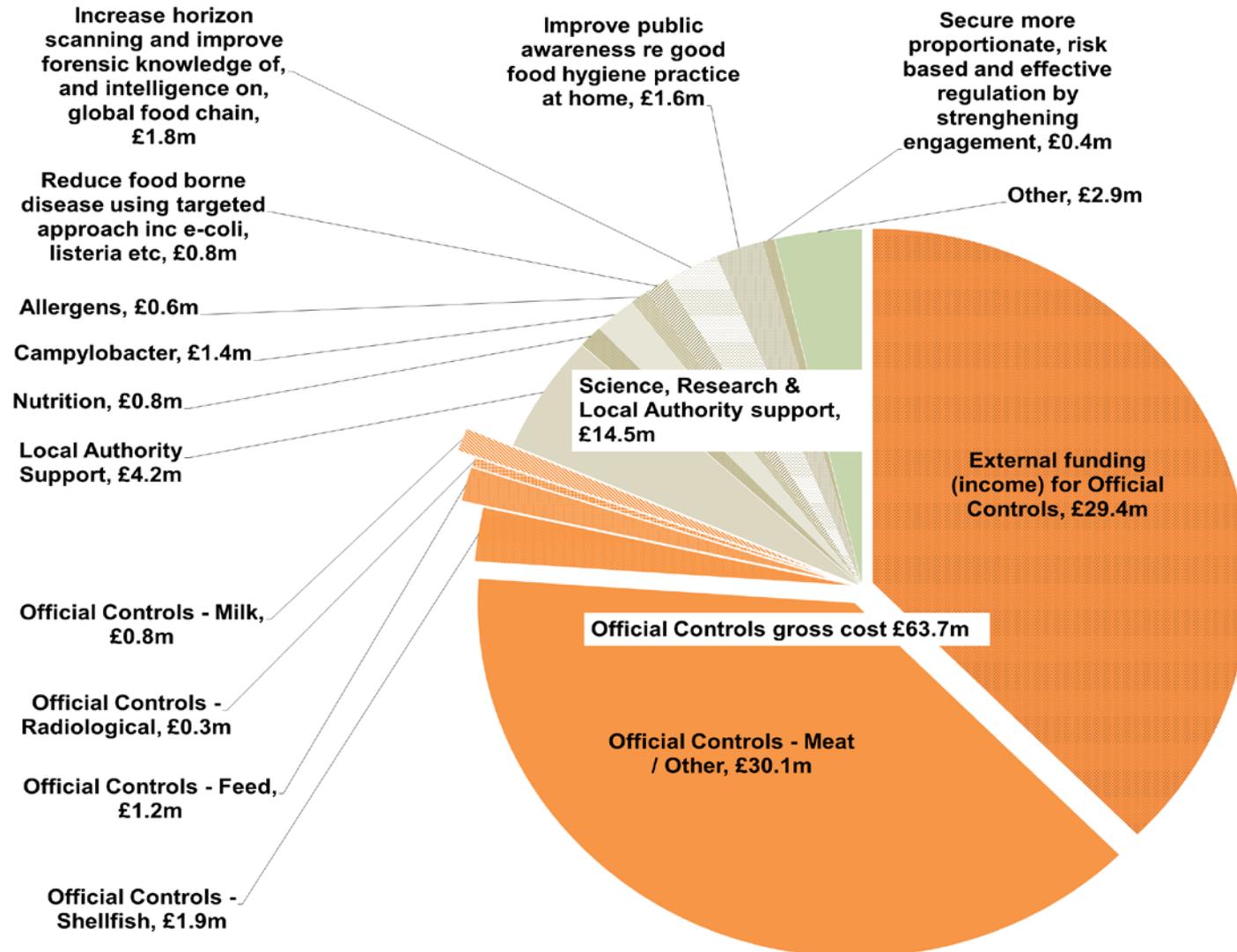
# Efficiency: Resources Used

## FSA 2016/17 Net expenditure (excluding AME) £M and staffing FTEs



# Efficiency: Analysis of Official Controls and Science, Research & LA Support FSA £m Forecast 2016/17

Official Controls gross cost is forecast to reduce by £5.3m compared to 2015/16



# Efficiency: Financial Performance



FSA	16/17 Forecast £m	16/17 Budget £m	Var £m	Var %	
FSA Total Gross cost inc Capital & AME	132.0	145.1	13.1	9%	
FSA Total Net cost Inc Capital & AME	95.3	105.9	10.6	10%	
Northern Ireland	8.2	8.2	0.0	0%	
Wales	3.4	3.5	0.1	2%	
Westminster net RDEL inc Capital exc AME	81.4	84.5	3.1	4%	
Westminster total inc AME	83.6	94.1	10.5	11%	
- Programme expenditure	40.7	41.7	1.0	2%	
- Programme depreciation	0.2	0.4	0.2	49%	
- Admin expenditure	33.9	34.7	0.7	2%	
- Admin depreciation	2.0	2.1	0.1	4%	
- Resource AME	2.2	9.6	7.4	77%	
- Capital DEL inc R&D Note : Favourable / (Adverse)	4.6	5.7	1.1	19%	

## FSA is on track to meet all HMT 16/17 limits

Northern Ireland and Wales are within limits

Westminster is within limits.

- Westminster Programme, Admin and Capital expenditure is being managed closely within the overall control limits set by HM Treasury
- Eligible research & development expenditure has been reclassified as Capital in Westminster budget and forecast
- AME is non-controllable expenditure largely relating to pensions and cannot be switched into other budget categories
- Capital inc R&D is predominantly for IT initiatives and drives depreciation

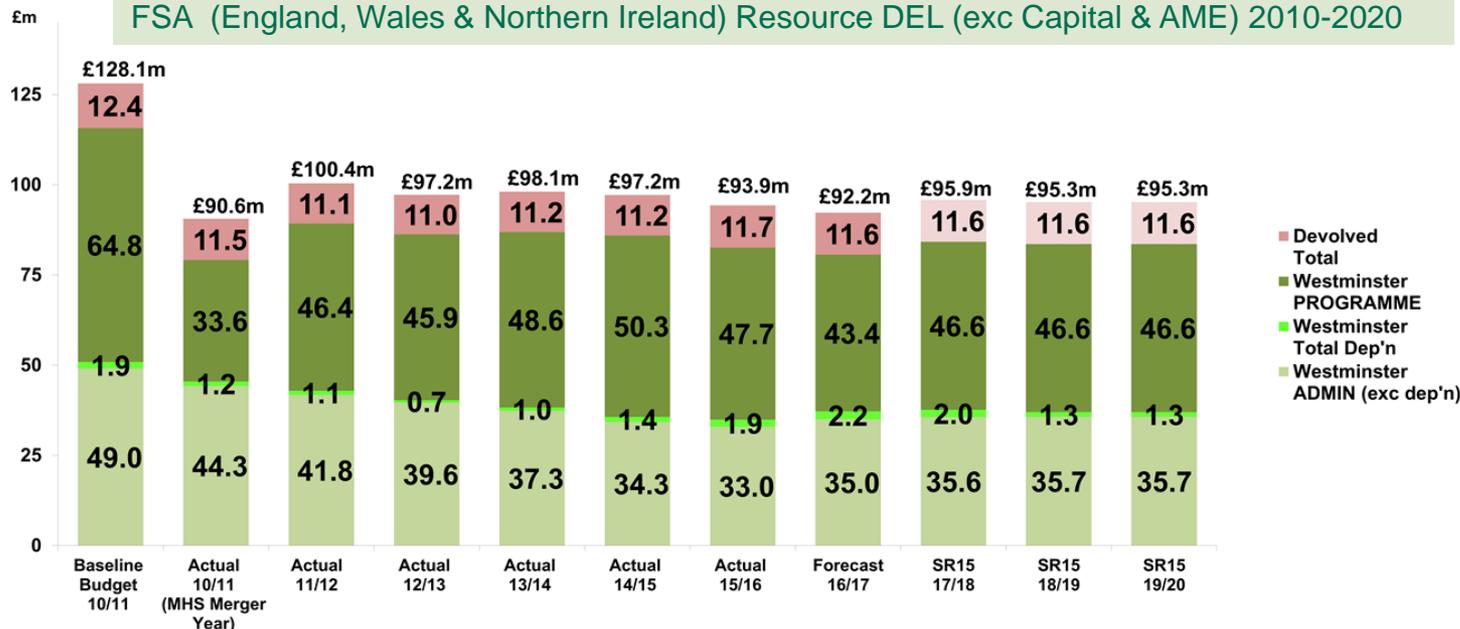
**FSA Lead: Director  
of Finance and Performance**

# Efficiency–SR 2010 & 2015 Trend



**£35.9m reduction delivered since 2010/2011**

FSA (England, Wales & Northern Ireland) Resource DEL (exc Capital & AME) 2010-2020



FSA has maintained 'Programme' expenditure on front line delivery.

FSA has reduced 'Admin' expenditure whilst maintaining the resources dedicated to supporting Science, Research & Local Authority support and investing in IT capability.

Devolved budgets for 17/18 to 19/20 have not been set

Reduced 'Admin' expenditure since 2010/11 delivered through a reduction mainly in IT and Estates expenditure and absorbed inflation

**FSA Lead: Director of Finance and Performance**

FSA Westminster Admin (exc Depreciation) net expenditure 2010 - 2017

