

OFFICIAL



Measuring Up

Results of performance measurement for 2019-20

September 2020

Executive summary

Each year we are required to report on our performance to Government and the community. We do this through two key documents; our Corporate Plan and Annual Report. Our Corporate Plan describes who we are, what we do and our goals for the year ahead. At the end of each financial year we prepare an Annual Report that shows the results against the goals set out in our Corporate Plan and the factors that influenced their achievement.

In response to new requirements for Commonwealth government agencies we recently reviewed our performance reporting. The review looked at ways to make our performance measures clearer and set specific measurable targets that we could use to track our success year on year. Our aim with this work is to provide a clear line of sight between what we plan to do and what we have achieved.

We established a project team to develop a set of quantitative performance measures that could be monitored over time, or compared against set targets. A recognised method for establishing meaningful and feasible performance measures was used. Our new measures are aligned with the strategic direction outlined in our 2019-20 Corporate Plan.

We recognise quantitative measures alone may not provide the level of detail needed to provide a total view of our performance. Our role in a complex food regulatory system that involves many stakeholders means complementary qualitative information is also needed.

For this reporting period we have selected a number of case studies as examples of performance for each work areas.

The results for the 2019-20 financial year show we are achieving meeting our goal to process Applications and Proposals in a timely and consistent manner, and we continue to meet expectations in the role of coordinating the food regulatory system. While there is a moderately high proportion of Australia and New Zealand consumers who trust food labels, there is still room for improvement, as well as in improving levels of consumer confidence in FSANZ. Results show stakeholders continue to be satisfied with our engagement with them and continue to see us as a trusted source of information on food.

This is our first report on performance for 2019-20 using our new performance measures. As this is the first year data has been collected, the primary aim has been to establish a baseline across all areas for comparison in subsequent reporting periods. Looking ahead, we will continue to explore opportunities to improve our performance through two-way exchanges with our stakeholders so that we can continue to meet their needs.

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Background

Each year Commonwealth agencies are required to develop corporate plans that state the purpose or objectives of the agency, the activities that the agency intends to undertake to meet those objectives, and performance measures that will demonstrate that the agency has delivered on those intentions. Annual reports are a key publication of the Commonwealth's reporting framework and describe the agency's performance information, as outlined in the corporate plan. This includes but is not limited to, information against performance criteria related to specific targets identified in the Portfolio Budget Statement (PBS).

To address recent changes in performance reporting requirements for Commonwealth agencies, FSANZ undertook a project in 2018 to develop a set of specific performance measures that would support new strategic directions, measure our performance, and determine the impact we have towards our goals. These performance measures cover a broad range of our work areas (beyond PBS targets and criteria) to enable us to better tell our performance story.

The 2019-20 Corporate Plan laid out four goals for the agency:

- A high degree of consumer confidence in the quality and safety of food produced, processed, sold or exported from Australia and New Zealand
- An effective transparent and accountable regulatory framework within which the food industry can work efficiently
- The provision of adequate information relating to food to enable consumers to make informed choices
- The establishment of common rules for both countries and the promotion of consistency between domestic and international food regulatory measures without reducing the safeguards that apply to public health and consumer protection.

To achieve these goals we develop food standards that are informed by the best available scientific evidence, provide information to stakeholders about food standards, and coordinate aspects of the food regulatory system. Evidence of achieving these goals would be drawn from specific measures developed across seven performance areas that we identified in the Corporate Plan:

FSANZ Performance Areas

- 1) Consumer trust in food labels and in the food regulatory system
- 2) Regulatory science
- 3) Communication to stakeholders
- 4) Engagement with our stakeholders
- 5) Staff engagement and workplace culture
- 6) Management and completion of applications and proposals
- 7) Coordination of food recalls

In developing performance measures in these seven areas, the following principles were applied:

- For each area, we focussed on a small number of well targeted and defined performance measures.
- Performance measures would be specific and measurable so that meaningful conclusions could be made and to ensure we are accountable to set outcomes.
- The performance measures would be founded on existing resources and data sources.
- Targets would be used where possible and would be clearly defined in terms of data sources, and consistently phrased in either positive or negative terms.
- Where targets were not possible, the measure would be designed to be monitored over time and allow conclusions to be drawn from year to year.

This paper presents the specific measures designed for our seven performance areas as well as the first set of results against these measures. These results will be used for our forward planning and will allow us to identify opportunities to continue to improve our performance.

Legislative requirements

The *Public Governance, Performance and Accountability Act 2013* (PGPA Act) requires that Commonwealth entities and companies publish four-year rolling corporate plans on an annual basis.

The *Public Governance, Performance and Accountability Rule 2014* (PGPA Rule) establishes the minimum matters to be included in the corporate plan, annual report and the annual performance statement.

The corporate plan is required to include a description of the objectives, functions or role of the agency purposes of the entity or company. Corporate plans must also summarise the performance measures (quantitative and/or qualitative) that the agency will use to assess its performance against those purposes.

The annual report is required to include an annual performance statement against the metrics in the PBS. The PBS provides information on the proposed allocation of funds to achieve government outcomes. They include budget statements for the relevant department as well as agencies working under the portfolio. FSANZ works under the Australia Department of Health portfolio.

In addition, non-mandatory but recommended performance information to be reported by the agency is outlined in *Resource Management Guide (RMG) No. 131 – Developing good*

performance information.¹ This guidance describes the considerations to identify good performance information and the process that allows to meaningful performance story to be told.

Method

Performance measures were developed using a process that involved identifying outcomes for the whole agency² then translating these outcomes to clear, focussed and meaningful performance measures³. As this is the first year we are reporting on our performance beyond what was required under the PBS, the full range of our outcomes as a Commonwealth statutory agency were identified and mapped. The mapped outcomes span activities and functions within the Food Regulatory System to which FSANZ contributes (and therefore has only partial responsibility for) to those that FSANZ is fully responsible for.

Of 48 outcomes identified, we selected 10 outcomes that were best aligned with agency priorities and strategic objectives (as published in the 2019-20 Corporate Plan). For each outcome, all potential measures that would show some level of achievement were listed and then ranked in terms of feasibility (or measurability) and meaningfulness. Only the highest ranking measures were chosen to be reported on.

Further measure design was then undertaken to identify scope, sources, data location and availability and method for collection. We aimed to use existing in-house data sources as much as possible. However, as resources permit, processes for additional data collection may be implemented against new measures in future reporting periods.

The final set of quantitative performance measures include both direct observations (e.g. results of a survey) and proxy measures which rely on available data as an indicator that the outcome is being achieved. The quantitative measures will enable us to monitor and compare results over time or, where possible, evaluate against set targets. Because effectiveness is difficult to fully describe with quantitative measures, qualitative information and/or case studies also have been included to provide complementary information and to relate the result to our overall performance story.

¹ <https://www.finance.gov.au/government/managing-commonwealth-resources/developing-good-performance-information-rmg-131>

² We define outcomes as the consequence of a plan, process, effort, or activity. Outcomes should be specific, measurable, achievable, realistic, and time-bound ('SMART').

³ The PuMP approach to performance measures: <https://www.staceybarr.com/about/pump/>

Results

1 Consumer Trust

Introduction

The contemporary Australian or New Zealander is largely removed from the growth, harvesting, transformation and production of food. Whereas in past times consumers may have had an on-going personal relationship with various food producers, today the complexity and length of food supply chains makes this largely impossible. Trust in the institutions that deliver safe and suitable food have replaced the inter-personal relationships and the trust that previously developed between consumer and producer. Trust in these institutions facilitate the operation of the food market and without this trust the market would be unable to operate as efficiently. Trust reduces the transactions costs in the food market for both consumer and producer. FSANZ has selected two measures of trust to monitor our performance: 1) Consumer's trust in food labelling, and 2) Consumer's confidence in FSANZ.

FSANZ is continuing to work with our partners to better understand trust in the food regulatory system and what strategies help to build trust. We have also been working with our partners on the development of an instrument that is able to measure different aspects of trust in food and the food regulatory system.

Data

The data reported here are drawn from two consumer surveys of nationally representative Australian and New Zealand samples. Both surveys used self-report measures of trust. The 2015 Consumer Label Survey used a 5-point, fully-labelled, strongly disagree to strongly agree scale to the statement: *Generally speaking, I trust the information on food labels*. The results reported below are estimates of the Australian and New Zealand populations who somewhat and strongly agreed with the statement. The 2007 Consumer Attitudes Survey used a 7-point, anchored at the extremes with not at all confident and extremely confident, scale to the question: *How confident are you in the work of Food Standards Australia New Zealand?* The results below represent the proportion of each sample that reported confidence in FSANZ.

Supplementary data from other sources on the level of trust in food labels and the level of confidence in FSANZ were not identified in the 2019-20 financial year (FY). When such data becomes available it will be used to supplement FSANZ data.

Results

Outcome	Performance measure	Results	Context
Consumers trust food labelling	% of respondents who respond positively about trust in the information on food labels <ul style="list-style-type: none"> Australian consumers New Zealand consumers 	67% 77%	

Outcome	Performance measure	Results	Context
	% of external reports (academic, consultancy research, other government agencies) that report positively about consumer trust in food labels.	n/a	Results are reported from the 2015 Consumer Label Survey ⁴ as baseline measures. New data on this performance measure will require additional funding which has not been available in this reporting period. FSANZ did not undertake review of external reports in this FY.
Consumers have confidence in FSANZ	% of respondents who report having confidence in FSANZ <ul style="list-style-type: none"> • Australian consumers • New Zealand consumers 	55% 49%	Results are reported from the 2007 Consumer Attitudes Survey as baseline measures. ⁵ FSANZ has not collected new data on this performance measure. We are currently seeking approaches to progress this work through collaboration with external provider or academia and collection of new data. FSANZ did not undertake review of external reports in this FY.
	% of external reports (academic, consultancy research, other government agencies) that report positively about consumer confidence in FSANZ and food regulatory system.	n/a	

Conclusion

The results reported reflect particular points in time, 2007 and 2015, and thus may not represent actual contemporary levels of trust. While there is a moderately high proportion of both Australia and New Zealand populations who express trust in food labels, there is still room for improvement. There is a greater room for improvement in the proportions of the sample who reported confidence in FSANZ.

2 Regulatory science

Introduction

Science is a critical core competency that underpins our ability to achieve our purpose. High quality regulatory science is based on the best available evidence, incorporates information from numerous disciplines and forms the foundation for our evidence-based regulatory decision-making that protects people from hazards that may arise from food.

The FSANZ Regulatory Science Strategy 2019-23 positions FSANZ as a leader of regulatory science in our region and provides a solid framework for all of FSANZ's scientific activities. It is a forward looking strategy, ensuring we remain prepared to respond to the challenges to global trends and emerging risks in a dynamic food system. The performance measures

⁴ <https://www.foodstandards.gov.au/publications/Pages/consumerlabelsurvey2015.aspx>

⁵ <https://www.foodstandards.gov.au/publications/pages/consumerattitudes/Default.aspx>

presented here illustrate only some of the expected outcomes that are identified in the Regulatory Science Strategy.

Data

The data reported below was collected through direct observation of activities undertaken during the 2019-20 period.

Results

Outcome	Performance measure	Results	Context
FSANZ has a modern scientific evidence base and applies best practice tools and methods	New data and analysis generated or shared to support food safety and standards development		The range of publications during this period included 36 imported food risk advice documents. FSANZ staff also contributed to 10 articles published in scientific peer-reviewed journals and published literature reviews, results of surveys, analytical data and other reports about our science. FSANZ strives to improve our access to scientific data from our external stakeholders and incorporate these for use in our risk assessments. During this period we received data from industry and our regulatory partners.
	Number of <ul style="list-style-type: none"> new scientific data and analysis items shared by FSANZ to externals scientific data items shared by externals to FSANZ 	59 2	
	Skill development in, or application of risk assessment methods	<ul style="list-style-type: none"> Number of engagements with domestic and international experts by staff to share and develop capability in risk assessment methods 	51

Case study – Published Risk advice for imported foods

Ensuring a modern scientific evidence base enables FSANZ to better monitor, predict and target risks and scientific trends. FSANZ uses the most up-to-date scientific literature to inform our scientific risk assessments. This ensures the best available evidence continues to support our regulatory decision making. FSANZ also strives to continually increase the number of scientific data and analysis items we share with our external stakeholders, such as scientific publications, reports and data that we generate.

FSANZ takes an evidence based approach to determine food safety risks and prepares risk advice for imported food. This advice informs the Department of Agriculture, Water and the Environment on whether imported foods pose a potential medium or high risk to public health.

The 36 imported food risk advice documents published on the FSANZ website during this period provide risk advice on a range of foods and associated hazards. This work contributes to the FSANZ overarching Corporate objective to ensure food imported into Australia is safe.

<https://www.foodstandards.gov.au/consumer/importedfoods/Pages/FSANZ-advice-on-imported-food.aspx>

Case study – Skill development and application in expert elicitation

Expert elicitation is a structured and targeted consultation process to gather information. It is used to overcome data and information gaps where other sources of obtaining information have been exhausted or not feasible.

FSANZ has developed capabilities in expert elicitation related to food safety, and has recently applied this modern method to inform our work relating to Primary Production and Process Requirements for high-risk horticulture.

The elicitation panel included a mix of subject area experts and representatives from jurisdictional health and agriculture agencies. The outputs of the elicitation is the percentage attribution of the total burden of disease for five foodborne pathogens, namely *Listeria monocytogenes*, Shiga-toxin producing *Escherichia coli*, non-typhoidal *Salmonella* spp., hepatitis A virus and norovirus in three high-risk horticultural products: berries, leafy green vegetables and melons.

This approach has provided the best available scientific information, with the attribution percentages to be included in a customised FSANZ Cost of illness model to calculate the total number of cases and resulting financial burden associated with illness due to high-risk horticulture. Ultimately this work ensures science based regulations and procedures facilitate efficient trade and maintains our position as a leader of regulatory science in the region.

Outcome	Performance measure	Results	Context
FSANZ links and partners with key contributors	Collaborations and joint projects Number of <ul style="list-style-type: none"> joint projects during the period 	22	Joint projects are an important way that FSANZ leverages scientific expertise and resources. Together with our partners in academia, industry, research institutions and government, FSANZ has progressed 22 unique and formalised joint projects; 16 of which are externally funded. Three joint projects undertaken with New Zealand Food Safety were successfully completed, with the findings currently being incorporated into our scientific evidence base.
	Leveraging external scientific expertise Number of <ul style="list-style-type: none"> productive interactions with FSANZ Fellows meetings of FSANZ expert advisory groups and/or engagements for peer review in-house seminars by external scientific experts 	31 12 13	FSANZ has a number of established groups and programs to facilitate interactions with scientific experts. These include the fellows program, expert advisory groups and FSANZ-hosted in-house seminars. We strive to increase engagement for the purpose of sharing expertise and improving the robustness of our scientific risk assessments.

Case study – PhD research project ‘Evaluating dietary safety of Australian bush foods’

FSANZ has established a collaboration with the Royal Melbourne Institute of Technology (RMIT) which seeks to inform the evidence base around the history of safe use of traditional Australian and New Zealand foods. Luke Williams (Gumbaynggirr man and the RMIT PVC Tullamareena prize winner for 2018) has been successful in obtaining the RMIT Vice-Chancellor’s Indigenous Pre-Doctoral Research Fellow position to work on the project. The project seeks to contribute to the establishment of a framework that better defines the concept of history of safe use and assists in establishing a more fit for purpose approach for novel foods. Luke is currently in the early stages of engagement with other interested parties with the intention of ensuring that the project is indigenous led.

Case study – Leveraging external expertise

The FSANZ fellows program was established in 2000 to create a network of experts who can provide FSANZ with objective expert advice and critical review. The program also helps to develop academic links and networks. FSANZ has had 20 Fellows engaged through the program during this period, including five new appointments. For the first time we have engaged a Fellow with expertise in science communication, who has been facilitating our communication activities including the area of new breeding techniques.

FSANZ also hosted a Fellows day that was attended by FSANZ staff, Board members and invited regulatory partners. Seven Fellows presented in their areas of expertise, with the key themes of the day being food-microbe host interactions and immunology, biotechnology and science communication. Each of these themes relate to current and emerging areas of work, with the expertise provided by the Fellows complementing in-house capabilities. The day was a success with positive feedback received from all attendees. New relationships were established, existing relationships strengthened and further opportunities for collaboration identified.

<https://www.foodstandards.gov.au/science/expertise/fellows/Pages/default.aspx>

Conclusion

FSANZ 's performance in regulatory science is challenging to evaluate quantitatively and qualitative measures or case studies can provide a better picture of our achievements. The results reported reflect a baseline for selected areas that can be used for comparison in subsequent reporting periods. Our success will be realised through developing evidence and science based standards, which will in turn help to deliver safe food across Australia and New Zealand.

3 Stakeholder engagement

Introduction

Our stakeholders play an important part in informing our work and contribute to the rigour of our processes. We engage with stakeholders through a variety of channels including Codex committees and taskforces, international liaison groups, domestic committees and liaison groups from the retail, consumer, and government sectors, as well as scientific advisory groups. We monitor stakeholder satisfaction with our level of engagement through a biennial survey and stakeholder forum.

Our website provides additional information around our responsibilities, the principals around our engagement processes and activities (such as consultations on our standards development work) that we undertake to maintain connections with our stakeholders.⁶

⁶ <https://www.foodstandards.gov.au/about/Pages/Stakeholder-engagement.aspx>

Data

The FSANZ stakeholder survey collects information from stakeholder groups (industry, consumers and government) on their satisfaction with our performance. The survey has been conducted in 2014, 2017⁷ and 2019. Results from the survey conducted between April and June 2019 are reported below.

Our inaugural Stakeholder Forum was held in Sydney in March 2019. The theme of the forum was *Fit for purpose - food regulation now and in the future*⁸. We collected feedback from forum participants immediately after the forum using a survey and these results are reported below. This survey will be repeated for subsequent fora. Due to COVID-19 restrictions on travel and face-to-face gatherings, a date for our next Stakeholder Forum is yet to be determined.

We have also utilised data that we collect on staff participation in meetings and conferences, both domestic and international. These are proxy measures of our stakeholder engagement and are intended to be monitored over time to indicate the range of activities that we participate or lead with different stakeholder groups.

Results

Outcome	Performance measure	Results	Context
Deep engagement with domestic and international stakeholders	% of respondents that indicate satisfaction with FSANZ performance*	69%	In total 632 responses were received in the 2019 survey (up from 537 in 2017). Overall satisfaction with FSANZ performance was slightly down on the previous survey results (71% satisfaction in 2017).
	% of respondents that indicated understanding of FSANZ's role to :		Compared to results from the 2017 survey ⁶ there was an overall increase (approximately 10% over most roles listed here) in stakeholders' understanding of FSANZ's roles in the food regulatory system.
	Coordinate surveys	44%	
	Develop binational food standards	85%	There continues to be some confusion regarding parts of FSANZ's role in the broader food regulatory system. Only Australian states and territories and the NZ Ministry for Primary Industries have enforcement powers, yet 23% of respondents believe that FSANZ has responsibility for enforcing food laws. This is unchanged from the previous survey (results not shown).
	Develop industry codes of practice	64%	
	Develop interpretive guides for enforcement agencies	75%	
	Increase public awareness of food standards	83%	
Test for food safety and composition	34%		

⁷ <https://www.foodstandards.gov.au/publications/Pages/2017-Stakeholder-Survey-Results.aspx>

⁸ <https://www.foodstandards.gov.au/Pages/biennial-forum-presentations.aspx>

Outcome	Performance measure	Results	Context
	Number of attendees to FSANZ biennial stakeholder forum	240	97 participants responded to the survey. Participants were asked how they would rate the event. The number of respondents who rated the event as good, very good or excellent (88 or 91%) are tallied here as positive responses.
	Total number of survey respondents	97	
	From:		Feedback on the event indicated it was useful to stakeholders some stakeholders noting that future events should include greater representation from industry, more opportunities for audience engagement and more discussion on the future of food regulation.
	Food industry	39	
	Peak associations	13	
	Federal government	13	
	State government	5	
	Consultants	12	
	Academic	6	
	Other	9	
	Number (%) of survey respondents that give positive feedback	88 (91%)	
	Regulatory and food safety fora attended by FSANZ staff:		Staff regularly present FSANZ work or represent FSANZ at conferences and meetings. We also host meetings and international delegations in our offices. We have quantitated these interactions as a proxy measure of FSANZ commitment to stakeholder engagement and recognition of our expertise. The aim is to track these over time. The number of tele- or online meetings may be high for this FY due to isolation policies in place in response to the COVID-19 pandemic.
	Conferences*		
	Total number attended	35	
	Number with invitation to speak	13	
	Stakeholder meetings**		
	Total number attended	95	
	Number face to face attended	42	
	Number hosted by FSANZ (including 4 international delegations)	29	
	Number tele- or online meetings attended (including 11 with international groups)	24	

* includes domestic and international

**stakeholders include government, industry, science and academia, and public health professionals but excludes interactions considered part of FSANZ core business (e.g. processing of applications and proposals).

Case study – Codex Committees

We play an important part in supporting Australia's broader international policy agenda in relation to food safety and food regulatory measures. The Codex Alimentarius Commission (Codex) is the international food standards setting body established by the [United Nation's Food and Agriculture Organization](#) and the [World Health Organization](#). Codex develops international food standards, guidelines and codes of practice for an international food code through Codex committees and task forces. FSANZ contributes to the work of Codex by leading the Australian delegation (on behalf of the Australian Government) to five committees. Key activities in 2019-20 is summarised below.

Codex Committee on Nutrition and Foods for Special Dietary Uses (CCNFSDU):

FSANZ leads the Australian Delegation for this Codex Committee and is responsible for ensuring the Australian position on nutrition and foods for special dietary uses and matters is understood and that decisions of the Committee align as much as possible with Australia's domestic food policy. The Committee met in November with agenda items including the review of the Standard for Follow-up Formula for older infant and young children and developing regulatory nutrient reference values for older infants and young children. These agenda items are informative for the current review of infant formula regulations in Australia.

Codex Task Force on Antimicrobial Resistance (TFAMR):

The TFAMR was established to develop science-based guidance to enable coherent management of antimicrobial resistance along the food chain. The task force has met for the last three years to progress two substantive items: the Code of Practice to minimise and contain antimicrobial resistance and the draft Guidelines on integrated monitoring and surveillance of foodborne antimicrobial resistance. It is expected that a final taskforce meeting will be held in 2021 to complete this work. By Chairing the Australian delegation to the taskforce, FSANZ ensures that the Australian Government's policy position around antimicrobial surveillance issues is well represented in the guidelines.

Codex Committee on Food Additives (CCFA)

The CCFA establishes or endorses permitted maximum or guideline levels for food additives. The committee also recommends identity and purity specifications for food additives for adoption by Codex, and considers methods of analysis for additives in food. Due to the COVID-19 pandemic, the 2020 meeting for this committee was postponed to 2021. Since the postponement, the Committee has remained active through its electronic working groups (EWG). As delegation lead, FSANZ chairs the EWG on alignment, to align food additive provisions in Codex standards with the General Standard on Food Additives, so it is the sole resource for food additive provisions. A large number standards were aligned for the cancelled 2020 meeting and additional work is continuing for the 2021 meeting. This work is an achievement for Australia as it is a major ongoing project for the CCFA.

Codex Committee on Food Hygiene (CCFH)

The CCFH develops general principles, codes of practice and guidelines for food hygiene as well as microbiological criteria for food. The committee met in November 2019 where the Code of Practice (COP) on Food Allergen Management for Food Business Operators was recommended for adoption by the Codex Alimentarius Commission. The COP provides guidance to food business operators on allergen management during food manufacturing through to retail and food service end points. The COP also addresses good hygiene practice in manufacturing and food preparation practices in food service. This work was led by the Australian delegation which is a great achievement by Australia.

Codex Committee on Contaminants in Food (CCCF)

The CCCF sets maximum levels (MLs), develops codes of practice (COP) and guidelines, and considers methods of analysis and sampling in relation to contaminants and naturally occurring toxicants in food and feed. Due to the COVID-19 pandemic, the meeting for this committee was rescheduled for May 2021. The Committee has remained active in 2019-20 through several EWGs. As delegation lead, FSANZ has progressed work on MLs for cadmium in cocoa, mercury in fish, and MLs and a COP for lead in several food categories.

Conclusion

Overall, results show stakeholders continue to be satisfied with our engagement and the outcomes achieved from these activities. In the coming year we will explore opportunities to improve engagement with stakeholders – noting face-to-face engagements will be limited due to COVID-19 and technology will be relied upon more to facilitate this engagement work. In March 2021, we will undertake our next biennial stakeholder satisfaction survey. As part of this survey we will look to revise some key questions to better understand issues and areas for improvement and, based on results, will develop an action plan to continue to develop our performance in this critical area.

4 Stakeholder communication

Introduction

Good communication and engagement is critical to the work of FSANZ. It builds trust in the safety of food and gives confidence to the community and industry that the decisions we make are transparent, independent and based on the best available science.

We communicate to stakeholders through a variety of channels including our website, social media, newsletters, media releases and publications. We use these channels to communicate information about food and our standards development work, raise awareness about our work, including opportunities for comment, respond to misinformation and ultimately build confidence in the safety of food.

Data

Data used to measure our performance in 2019-20 has been gathered from a range of sources. We tracked the number of new topics and publications published to the FSANZ website as well as existing topics that were reviewed and updated for currency each month over the previous 12 months.

We also measured the number of media enquiries and engagement with our social media channels as a way to track that the information we proactively share with the community is fit for purpose and of interest to our stakeholders.

Results

Outcome	Performance measure	Results	Context
Our information is accurate, current, and meets stakeholder needs	Number of new topics/publications developed and published on the website	15	We published nine new reports and publications to the FSANZ website. In addition, six new information topics published to our consumer and business pages included COVID-19 and food safety, cell based meats and food incident pages.
	Number of existing topics reviewed and updated	100+ reviewed 60 updated	We reviewed over 100 of our webpages relating to food labelling, genetically modified foods, caffeine, food recalls and food safety.
	Number of media enquiries to FSANZ*	131	The majority of enquiries related to food recalls, Standards Development work (caffeine, pregnancy warning labels on alcoholic beverages, GM food) general labelling requirements and COVID-19.
	% of responses provided by the deadline (target >99%)	100%	
	Number of visits to the FSANZ website*	2,201,000	Visits the FSANZ website increased by around 20 percent in 2019-20 (up from 1,840,000 in 2018-19).
	Number of social media followers and interactions (reactions, retweets, shares)	56,400 followers	Our social media audience increased by over 5,300 in 2019-20 from the previous year.
	Number of messages/enquiries managed via social media	126 enquiries were managed via our social media channels	Enquiries received and managed via our social media channels related largely to food recalls, food complaints and regulations in the Code for labelling.

* Indicates that the measure overlaps with deliverables set by our portfolio agency the Australian Department of Health.

Case study – Novel Coronavirus and food safety

In response to the COVID-19 pandemic and concerns from consumers and food businesses regarding food safety we established a dedicated web presence to provide a central source of advice for consumers and businesses on COVID-19 and food safety and requirements for food businesses. Our website⁹ provides advice about:

- transmission of COVID-19 by food or food packaging
- impact of border restrictions on food production and food supply
- effective hygiene practices for food businesses
- minimising the impact of COVID-19 on a food business workforce including what to do if a worker tests positive
- government restrictions and operation requirements
- regulatory compliance and global supply issues
- State, Territory, and New Zealand contacts for COVID-19 food safety

Working with the Food Regulation Sub-Committee this content has been updated regularly to ensure the latest COVID-19 information is available. The web content is one of our top five most viewed pages each month, with total page views > 190,000 since March 2020.

Conclusion

In 2019-20 engagement with our social media channels and use of the FSANZ website continued to increase. This shows that stakeholders continue to see FSANZ as a trusted source of information and that our communication channels and content are seen as relevant for our audiences.

In 2020-21 we will explore more opportunities to drive engagement with our communication channels – seeking feedback from stakeholder on improvements to content to ensure we continue to meet their needs.

5 Staff engagement and workplace culture

Introduction

Staff engagement and workplace culture are primary factors that enable us to meet our core objectives. We have several data sources that we have selected to gauge our performance in this area. The Australian Public Service (APS) employee census is conducted to give employees an opportunity to provide feedback to the agency about work-related issues and includes measures for staff engagement, wellbeing, and promotion of inclusion and diversity. The data is used by the agency to inform agency programs, activities and workforce

⁹ <https://www.foodstandards.gov.au/consumer/safety/Pages/NOVEL-CORONAVIRUS-AND-FOOD-SAFETY.aspx>

planning. Our process for individual performance review uses an in-house online platform that enables us to collect information about employee participation in the process.

Data

Because the 2020 APS census (normally conducted in May) was delayed until late 2020 due to COVID-19, results from the 2019 census compared to the 2018 census are reported here. We have selected those measures from the census (described in box below) that relate best to our performance in staff engagement and culture.

Description of Census measures (from survey results provided to us from the APS):

- **The employee engagement score** is based on responses to statements that reflect “the employees emotional connection and commitment to the agency”.
- **The wellbeing index** is based on responses to statements the reflect both “the practical and cultural elements that allow for a sustainable and healthy working and environment”.
- **The inclusion and diversity scores** are based on employee responses to the statement “My agency supports and actively promotes an inclusive workplace culture”.

The Individual Work and Development Plan (IWDP) is part of the performance review process that is completed by all FSANZ employees. It records individual’s work and development plans for the coming 12 months. The IWDP is designed to guide the direction of what is required, allowing flexibility for employees to tailor it to individual and organisational needs. It is also designed to engage supervisors and employees in regular informal conversations to reflect on achievements. FSANZ monitors participation in the IWDP process to support the link between individual and organisation performance.

Results

Outcome	Performance measure	Results	Context
Staff are engaged and have corresponding levels of wellbeing	Employee engagement scores		The 2019 employee engagement scores and wellbeing index were not substantially different from 2018.
	% positive (2019)	74%	
	% positive (2018)	72%	
	Wellbeing index (2019)	62%	The 2019 scores for all three areas (i.e. including inclusion and diversity scores) are down -1%, -7% and -5% respectively compared to similar sized agencies in the APS.
	Wellbeing index (2018)	65%	
	Inclusion and diversity scores		In 2019-20 we undertook a number of measures to support staff engagement and workplace culture. These included the introduction of the Health & Wellbeing plan,
% positive (2019)	70%		
% positive (2018)	55%		

Outcome	Performance measure	Results	Context
			implementation of the culture action plan, and the embedding of the FSANZ Values.
Our workplace culture delivers high performance	Percentage of staff completing IWDP reviews by deadline: <ul style="list-style-type: none"> • 1st quarter • Mid-year • 3rd quarter • End of year 	95.83 93.33 88.33 84.07	The high degree of completion of the IWDP process reflects staff commitment to FSANZ performance and development.

Case study – FSANZ Values and Behaviours

Values have been a focus for the agency as they are critical to improving or maintaining a high degree of staff engagement and performance. In close consultation with all FSANZ staff, our culture team developed a set of FSANZ-shared values and their associated behaviours in early 2019. These internally focussed values were created to complement the APS *ICARE* values*. The behaviours, which exemplify each value, help provide context to when ‘we hit the target’ or conversely, when ‘we miss the target.’ The values guide our performance, ensuring that we work together and promote a constructive work culture within the agency.

The FSANZ values, known by the acronym ‘**DAART**’, and each values’ by-lines are:

- **Develop**: support people to grow and develop
- **Achieve**: collaborate to achieve a common goal
- **Accountable**: responsible for my commitments, behaviours and actions
- **Respect**: build open and supportive relationships
- **Transparent**: build trust by being genuine, clear and consistent

In the 2019-20 FY, the agency worked to embed the values into our core business processes and day-to-day work. Actions that were undertaken included: incorporating the FSANZ values into performance review discussions, cross checking the FSANZ values with internal policies and procedures and revising as needed, and staff training in applying FSANZ values. In addition we held “Values Week” for each of the values where staff participated in a number of activities designed to apply the values in how we approach our work and relate to each other.

* <https://www.apsc.gov.au/aps-values-1>

Conclusion

The 2019 APS survey results indicate that the wellbeing index is not matched by employee engagement. Improvement in the wellbeing index is a focus for the agency to ensure sustainable performance. In 2019-20 we undertook a number of measures to support staff engagement and workplace culture. These included the introduction of the Health &

Wellbeing plan, implementation of the culture action plan, and the embedding of the FSANZ Values. The 2019 census showed good improvement in the inclusion and diversity score and reflects our commitment to diversity through our 2020-23 Diversity and Inclusion Plan. Results on completion of IWDP reviews suggests that we are performing well in this activity.

6 Applications and Proposals

Introduction

Our main function is to develop and raise awareness about food standards. These standards, which become part of the food regulatory legislation in states and territories and New Zealand, provide confidence in our food supply by providing assurance that food sold in Australia and New Zealand is safe and suitable.

We aim to develop food regulatory measures that are pragmatic, informed by science and consider the expectations of the community, industry and government. Food regulatory measures are developed through applications and proposals to amend the Food Standards Code. We apply effective and efficient project management to the processing of applications and proposals to ensure we meet statutory timeframes defined in the FSANZ Act.

Data

Data on applications submitted, assessed, and approved or rejected is collected through our in-house standards management system. Numbers of applications that are processed and completed within statutory timeframes are also reported annually in the PBS.

The pre-application process is an important part of managing applications. It is the way that applicants can obtain advice about whether their application meets the data requirements specified in the Application Handbook. Although not a mandatory process, using this service helps to ensure that FSANZ obtains the information it needs to assess application and provides efficiencies for both FSANZ and the applicant. Therefore we collected data to evaluate the usage of the pre-application process.

Results

Outcome	Performance measure	Results	Context
Timely and consistent processing of applications and proposals	% applications completed within the statutory timeframe*	17/18 or 94%	All applications were completed within statutory timelines except for one (A1155).
	% of applications that are completed ahead of the statutory timeframe	4/18 or 22%	Four applications were completed ahead of their statutory due date in that they were approved by the Board in advance of the last possible meeting at which they could be approved.
		8/13 or 61%	Proposals P1050, P1054 and M1017 all met their scheduled timelines and Proposals P1028, P1044, P1052, P1053, and P1055 all progressed in accordance

Outcome	Performance measure	Results	Context
	% of proposals that meet agreed progress timeframes		with revised timelines as approved by their relevant Delegate.
	% of accepted applications that have used the draft application process	15/32 or 47%	Of the applications accepted and assessed in this FY, including those accepted and those disposed (withdrawn or rejected), FSANZ provided comments on almost 50% through the draft application process.
	% of accepted applications that the draft process included meetings (face to face or teleconference) with FSANZ.	10/32 or 31%	FSANZ also offers one face to face meeting to applicants to assist them with information requirements. Meetings were held with 31% of applicants prior to formal submission of their application, mostly in addition to comments on their drafts.

* Indicates that the measure overlaps with deliverables set by our portfolio agency the Australian Department of Health.

Case study – FSANZ pre-application assistance

We strongly encourage applicants seeking to make an amendment to the Food Standards Code to contact us before formal submission so FSANZ can provide pre-application assistance.

Pre-application assistance includes:

- a) providing information to potential applicants on making an application to amend the Code
- b) an applicant providing a draft application to FSANZ for written comments and discussion
- c) a meeting between FSANZ staff and a potential applicant to provide information and/or written comments on their draft application.

Providing pre-application assistance is not a requirement under the FSANZ Act 1991. However, it helps ensure an application contains the information described in Act and the Application Handbook and it is provided as part of good regulatory practice to support the food standards setting system, consistent with the [FSANZ service charter](#).

There are no statutory timeframes attached to the consideration of draft applications but comments are generally provided back to the applicant in 4-6 weeks.

The process is effective in reducing the burden on applicants and project teams during the administrative and full assessment periods prescribed by the Act and ultimately reduces the cost for FSANZ and the applicant in any delays to the approval of their proposed variation to the Code.

In the 2019-20 FY FSANZ updated the internal operating procedures concerning pre-application assistance to promote consistency in our approach and include refinements made to the process overtime. The [external advice for potential applicants](#) which provides all the relevant information for potential applicants wanting to use this service was also updated as part of this process.

Conclusion

The results indicate that FSANZ has met expectations for this outcome. Timely processing of applications and proposals has been achieved for almost all applications and for a large proportion of proposals. Completing applications ahead of statutory timeframes was also achieved. This result is dependent on a number of factors including available resources and these may need to be considered when comparing year to year.

The current metric on the number of applications meeting statutory timeframes does not reflect the range of complexity in applications to vary the Code. In future, reporting will also compare the nature of applications.

A good proportion of applicants utilise the pre-application process. A higher proportion could create greater efficiency in processing applications. FSANZ intends to look at ways to

encourage more applicants to seek pre-application assistance in our review of internal standards setting processes that is currently underway.

7 Recalls and incidents

Introduction

FSANZ plays a key role in the Australian New Zealand Food Regulatory System as the coordinating agency for national incident response and food recalls. This function falls under the third theme of the FSANZ Corporate Plan for 2020-21 – an independent contributor to a robust and agile food regulation system.

Our coordination role in national food incident response requires us to deliver efficient and effective food incident management through the Bi-National Food Safety Network (BFSN). The BFSN are a group of government representatives from the states, territories and selected Commonwealth agencies. During a food incident, FSANZ coordinates teleconferences with the BFSN and provides secretariat support and facilitates information sharing and public communication. When an incident has international implications FSANZ act as the key contact point in Australia for the FAO/WHO International Food Safety Authorities Network (INFOSAN) and Rapid Alert System for Food and Feed (RASFF). To measure our performance we collect satisfaction ratings from the BFSN based on our coordination of food incidents.

FSANZ is the coordinating agency for national food recalls. We contribute to consumer confidence in our food supply by coordinating a recall system that facilitates the timely removal of unsafe food from sale. Strong and cooperative relationships between the food recall coordinator, the enforcement agencies and food businesses are essential to the effectiveness of this system. To measure our performance we routinely collect satisfaction ratings after each food recall.

Data

The BFSN is surveyed annually to determine their satisfaction with FSANZ's coordination role during a food incident. The data is collected from jurisdictions by providing a 'satisfied' or 'not satisfied' rating. Non-response is counted as satisfied and this is provided as an option to reduce reporting burden on jurisdictions. Survey respondents may also provide comments to highlight or suggest areas for improvement.

The Food Recall System (FRS) is the system used to collect and coordinate all food recalls. As coordinator, FSANZ collects information from the food business on the product, the problem, how it occurred and any corrective actions they have taken following the recall. We also collect information on their satisfaction with our service including the information we provided to assist with the coordination and timeliness of the recall. This information is requested from a food business after every recall.

Results

Outcome	Performance measure	Results	Context
The food regulatory system is coordinated	% of recall sponsors satisfied with FSANZ information and assistance*	To date, 100% of recall sponsors are satisfied or very satisfied with FSANZ information and assistance.	Last financial year, we coordinated 99 recalls and received 84 post recall reports providing a satisfaction rating. Ratings that have not been received may be due to reports not yet being due or the sponsor has been lost to follow up. This year FSANZ received a satisfaction rating of 100%. This is unchanged from last year's rating.
	% of Bi-National Food Safety Network agencies satisfied with FSANZ role in incident response*	100% of Bi-National Food Safety Network agencies reported being satisfied with FSANZ's role in incident response.	This is the first year FSANZ has collected a satisfaction rating for incident response. The outcome shows a high level of satisfaction with FSANZ's services and FSANZ will continue to strive towards this level of satisfaction.

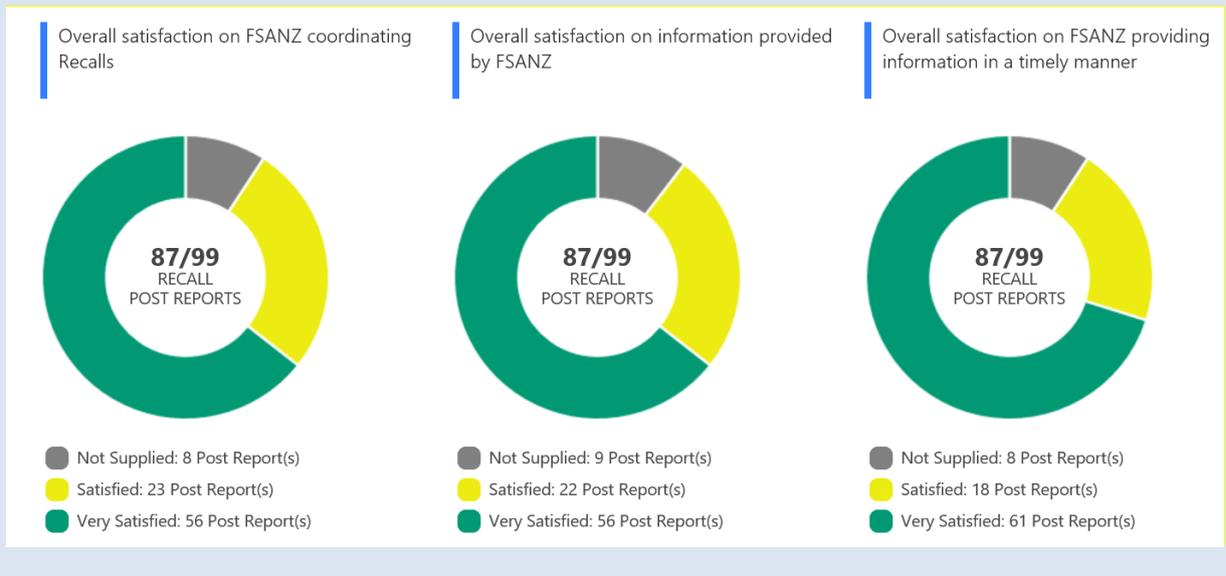
* Indicates that the measure overlaps with deliverables set by our portfolio agency the Australian Department of Health.

Case study – Recall satisfaction statistics

FSANZ has been collecting and reporting annually on recall and satisfaction statistics for many years¹⁰. In 2018 we also included a dedicated page for undeclared allergens and root cause analysis¹¹.

In 2019, the Food Recall System (FRS) was upgraded to enhance reporting capabilities and collect performance metrics data. The upgrades included transitioning 30 years of recall data into a single location, adding additional reporting functions allowing graphs and data to be instantly generated and streamlining processes to limit reporting errors.

The addition of satisfaction ratings to the FRS was part of the upgrade. The data collected for 2020 is reported in the graphs below. The information can be collected and presented at any point in time. The data is used for measuring satisfaction ratings, responding to data enquiries and for reporting annual food recall statistics on the FSANZ website. We also publish this information in the annual report.



Conclusion

The results indicate that FSANZ has met expectations for this outcome. These measures stem from the strategic directions that we will maintain our role in food recalls and food incidents. The measure also overlaps with deliverables set for the PBS. As coordinator of food recalls and incidence responses, we contribute to a broader activity within the food regulatory system and our performance is integral. The high level of satisfaction ratings from external stakeholders and BFSN government officers indicate that FSANZ is effective in

¹⁰ <https://www.foodstandards.gov.au/industry/foodrecalls/recallstats/Pages/default.aspx>

¹¹ <https://www.foodstandards.gov.au/industry/foodrecalls/recallstats/Pages/allergen-stats.aspx>

coordinating these activities. FSANZ aims to maintain this level of satisfaction and coordination in subsequent reporting periods.

Overall Conclusions

This report was developed to meet Commonwealth requirements for reporting performance information. In the past, we have reported on our performance against PBS criteria and targets in our Annual Report. Through an expanded set of performance measures, this report is intended to provide more complete information that demonstrates we are fulfilling our purposes and objectives. This report is the first time we have reported against the expanded performance measures.

According to the Commonwealth guidance on performance reporting¹, good performance information:

- provides a common understanding of our purposes and the activities through which these are fulfilled
- includes a combination of quantitative and qualitative measures that demonstrate the effectiveness and efficiency with which purposes are fulfilled
- uses appropriate methods to collect and analyse performance information, and
- presents information in a way that tells a clear and accurate performance story to diverse audiences for diverse purposes.

Our approach to meeting these criteria has been to completely map agency outcomes² across all work areas, and then select those outcomes on the basis of agency strategic directions and priorities (as outlined in the Corporate Plan). Importantly, some of the selected outcomes were those that we are solely responsible for and some form part of the broader food regulatory system that we contributes to.

For some performance areas (stakeholder communication, staff engagement, applications and proposals, food recalls and incidents), quantitative data was already being collected and therefore results for 2019-20 could be compared to previous years. In other areas (consumer trust, regulatory science, stakeholder engagement), new data sources were identified and the results reported here represent a baseline against which can compare in subsequent reporting periods. We envisage that some quantitative performance measures may eventually be reported against defined targets to be set in the Corporate Plan.

The results for the 2019-20 financial year indicate that we are achieving our intended outcome of processing Applications and Proposals in a timely and consistent manner, and is continuing to meet expectations in the role of coordinating the food regulatory system. While there is a moderately high proportion of both Australia and New Zealand populations who express trust in food labels, there is still room for improvement in this area, as well as in improving levels of consumer confidence in FSANZ.

Results show stakeholders continue to be satisfied with our engagement with them and continue to see FSANZ as a trusted source of relevant information. In the year ahead, we are exploring further opportunities in these areas and will continue to seek feedback from

stakeholders to identify specific areas for improvement and ensure we continue to meet their needs.

Next Steps

The key to a good performance story focusses on the effectiveness of the agency's activities towards our stated purpose or objectives. Our approach to achieve this involved identifying specific outcomes and then setting quantifiable, meaningful and feasible performance measures that show that the outcome is occurring over time. Our next steps are to continue with this approach to more fully meet the quality and clarity described in Commonwealth guidance material on performance measurement. To improve on our performance reporting, we anticipate that future reporting cycles may include new performance areas (based on agency priorities or strategic directions in line with the Corporate Plan), detailed performance criteria or targets, new systems for data gathering, additional data collection methods, and a revised reporting format.