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CFA/90/09
15 June 2009

To: All Members

2008 ANNUAL REPORT

1. MEMBERSHIP

Members at 15 June 2009:

a) Full Members

Del Monte Fresh Produce (UK) Ltd	Findus Group
G's Marketing Ltd	Greencore plc
Hain Celestial Europe	Kerry Foods Ltd
Kettleby Foods Ltd (A Division of Samworth Brothers)	Moy Park Ltd
Natures Way Foods Ltd	Northern Foods plc
Pasta Reale Ltd	Pork Farms Ltd
Rowan Foods	S Daniels plc
* Saladworks (A Division of Samworth Brothers)	Soleco
S&A Foods Ltd	Uniq plc
Vitacress Salads Ltd	Watton Produce Ltd

b) Associate Members

Dawn Fresh Foods	Dearne Valley Foods
WS Bentley Ltd	

c) Subscriber

Food Northwest

* New member 2009

2. OFFICERS

a) Chairman:	Greencore (Mrs Helen Sisson)
b) Treasurer:	Mrs Mary Hatfield (Kettleby Foods)
c) Technical Committee Chairman:	Mr Malcolm Jones (Kerry Foods)
d) Sustainable Development WG Chairman:	Dr Gus Atri (Northern Foods)
e) Produce WG Chairman:	Mr Greg Hunn (Greencore)
f) Company Secretary:	Stuart House Secretarial Services
g) Accountants:	Rawlinsons
h) Auditors:	Kingston Smith
i) Secretary General:	Ms Kaarin Goodburn MBE

3. CFA – WHO WE ARE AND WHAT WE DO

CFA represents manufacturers of chilled prepared foods in the UK and is the voice of the UK chilled prepared food industry, being recognised by both UK and European Government departments and agencies.

CFA's mission is to promote and defend the reputation and value of the professional chilled food industry through the development and communication of standards of excellence in the production and distribution of chilled food.

CFA's prime focus is on chilled food technology and best practice in food safety as this is common ground for all members and is a non-competitive issue. CFA has a unique work programme focusing on this area.

CFA's overall strategy is:

- To promote its standards to regulatory bodies, policymakers and other stakeholders
- For CFA Members to promote CFA standards throughout their supply base
- To catalyse action on issues broader than the chilled food sector alone
- To attract members who
 - Are chilled food manufacturers and chilled component/raw material suppliers
 - Meet CFA Guidelines standards
 - Are accredited to appropriate technical standards

CFA currently represents more than two thirds of UK retail chilled prepared food production by volume/value in the following categories:

Dressed salads	Leafy salads	Prepared Vegetables	Prepared fruit
Stir fry kits	Sandwiches	Sandwich fillings	Quiche/flans
Pizza	Recipe dishes/kits	Meal Accompaniments	Sushi
Fresh Pasta	Soups	Sauces	Dips
Dressings	Desserts		

CFA's members have some 100 chilled prepared food preparation units in the UK and abroad, employing more than 40,000 people and producing some 7,000 different foods, the vast majority of which are produced each day and which are retailer own label. The chilled food sector employs about 11% of the UK food manufacturing workforce.

UK chilled prepared food is unique in that it is:

- Minimally processed
- Short shelf life
- Often multicomponent
- Prepared (ready to eat, ready to reheat or ready to cook)
- Made to order using just in time systems, short production runs, and often made on the day of delivery
- More than 95% retailer own label

This diverse industry's unifying approach is for exceptional standards of food safety and food quality. One of CFA's key roles is, therefore, to provide support to the industry for it to continue thrive commercially while achieving its safety and quality objectives.

In addition to food safety and quality, the nutritional composition of their foods has become of increasing importance against a backdrop of rising obesity and obesity-related diseases. CFA ensures that all of its members are aware of the various Government, retailer and manufacturer initiatives on this issue and has contributed to Government stakeholder consultations, informing Government of members' continuing role in delivering retailers' targets. FSA is aware of the approach of the sector regarding nutritional aspects of retailed chilled prepared foods and recognises the sector's achievements.

Given the increasing potential for chilled food-specific legislation, the imposition of non-statutory Government guidance and for regulatory requirements potentially diluting emphasis on HACCP and control, CFA's activities both in the UK and internationally, are of greater importance and positive impact than ever. 2008 saw successful extension of CFA's activities to United Nations level.

The chilled prepared foods sector is a dynamic part of the UK food industry. CFA's activities will continue to address the key technical issues potentially impacting on the sector in the short, medium and long term.

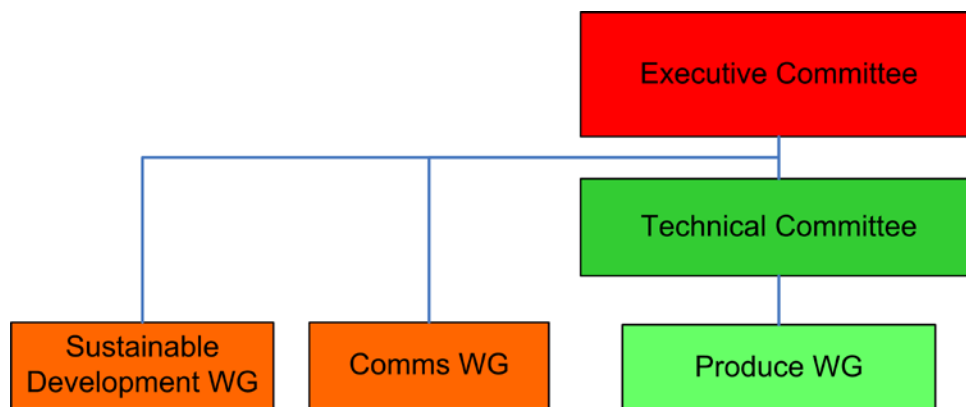
4. HOW WE ARE ORGANISED

CFA uses a flat structure and keeps bureaucracy to a minimum, ensuring that decisions and work are taken forward rapidly.

During 2008 engagement was enhanced with CFA Full Member CEOs for consultation and agreement on CFA's policy.

As well as permanent committees and working groups CFA uses *ad hoc* working groups and freelance specialists to drive its detailed work programme. For example working groups take forward projects on the revision of CFA's various Best Practice Guidelines, on the environment and produce issues. Relationships with relevant Government agencies, departments and Government-funded organisations such as WRAP were developed further during the year to take this work forward and CFA made direct input outlining best practice, often at Government's request a number of times during the year.

CFA Structure 2008



5. MAIN CFA ACHIEVEMENTS IN 2008

- Secured change to FSA's advice to consumers resulting in FSA no longer recommending re-washing of pre-washed leaf [March]
- Inclusion of key elements of CFA's Microbiological Guidance for Growers in UN FAO/WHO Expert Group's Report on the safety of leafy vegetables and herbs [May]
- Publication of CFA's Food Safety & Hygiene Training in a Multicultural Environment [May]
- CFA's Secretary General, Kaarin Goodburn, awarded MBE for Services to the Food Industry [June]
- 10-day rule formally reinstated by FSA together with updated guidance for food business operators and enforcers, the development of which CFA was a key participant [July]
- Public recognition by FSA of the efficacy of the chilled prepared produce sector's standards from farm to fork in assuring food safety [September]
- Public recognition by the Advisory Committee on the Microbiological Safety of Food (ACMSF) of the role of CFA's hygiene standards in assuring chilled food safety, in particular with respect to *Listeria monocytogenes*, and sought 'universal adoption' of those principles [September]
- Publication of the contributing CFA members-only document Practical Considerations in the Management of *Listeria* [October]
- £750k LINK co-funded Sussle (Sustainable Shelf Life Extension) research project initiated at the Institute of Food Research by CFA with a consortium including Food Processing Faraday, Unilever and Campden BRI [December]
- Rejection at the United Nations (CODEX Committee on Food Hygiene) of zero tolerance as the sole regulatory approach for *Listeria monocytogenes* and publication by the EC of shelf life guidance into which CFA made key input [December]

6. KEY 2009 PRIORITIES

CFA's 2009 work programme focuses on standards, sustainability, security and communications; all underpinned by excellent CFA's Government relations and increased engagement with Member CEOs.

CFA's 2009 key priorities are:

1. Lobbying for

- appropriate risk-based regulation and Government policy
- equitable enforcement
- wider uptake and recognition of best practice

2. Building knowledge

- providing training tools
- providing support to Members
- research funding, promotion, monitoring, reporting

3. Strengthening supply chain security

- up to the minute alerts and intelligence
- incident resolution and impact minimisation
- systems and trade issues feedback including to Government to minimise potential for recurrence

4. Expanding CFA communications

- proactive - building on CFA's trade press and Government activities, e.g. with consumers
- reactive - direct press comment and influencing Government communications

7. 2009 KEY PROJECT AREAS

1. Listeria monocytogenes

CFA's aim is to ensure clear and appropriate interpretation of the EU Microbiological Criteria for Foodstuffs Regulation 2073/2005 and implementation of non-zero tolerance requirements agreed at the UN (CODEX Committee of Hygiene, ratification of which is due in summer 2009), with activities including:

- Development (with FSA) of UK practical shelf life guidance
- Providing training on the Regulation for EHOs
- Making input on the Health Protection Agency's proposed revised microbiological criteria for RTE foods
- Publishing and promoting CFA guidance on management/minimisation to EHOs, FSA, EC and the UN
- Sixth annual Members' benchmarking survey
- Lobbying on the Department of Health's proposed legislation requiring laboratory notification of contamination that "presents or could present significant harm to human health"
- Promotion of best practice standards internationally

2. Sustainability

- 3 year £750k SUSSLE (Sustainable Shelf Life Extension) research project – Defra LINK with IFR, Food Processing Faraday and an industry consortium led by CFA
- Energy and waste comparison research for manufactured vs. home-made meals – Sheffield Hallam University research project
- Waste minimisation and disposal
 - CFA survey of waste arising from members' sites
 - Lobbying WRAP for accurate and transparent categorisation of waste sources
 - Highlighting the chilled sector's perspective on the use of organic resources, seeking to ensure maintenance of food safety-based controls in the field
 - Lobbying for company rather than product-specific carbon footprinting
 - Monitoring Campden/Carbon Trust carbon footprinting trials of complex foods
- Climate Change Agreement targets negotiation
- Documenting and publicising CFA's chilled sector pledge on sustainability

3. **Produce**

CFA's Produce WG has three priorities:

1. Protect and promote food safety and growing standards established by CFA
2. Pursue decontamination/efficacious use of washing adjuncts
3. Develop clear terminology for produce

Activities include:

- Participation in WRAP 'Confidence in Compost' Technical Steering Group and Open University work on recycling household and other waste to agricultural land
- Incorporating CFA's Micro Guidance for Growers (2nd ed) into Assured Produce protocols
- Publicising CFA's work on assuring produce safety including presenting at the Royal Society for Public Health conference (May 2009)
- Lobbying for science-based LACORS produce washing adjuncts usage/labelling guidance
- Developing and publishing (with IFR) a standard produce decontamination assessment protocol
- Monitoring and reporting on key R&D
- Developing clear terminology for produce to avoid negative media misinterpretation of comment

8. **CORE CFA SERVICES**

a) **Research Funding, Co-ordination, Promotion and Reporting**

A £100K CFA LINK project on bacterial attachment to cut produce surfaces ran from October 2005 to the end of March 2008 at the Institute of Food Research, with findings being confidential to Full Members.

CFA identified a need for a fundamental review of voluntary shelf life limits in relation to *Clostridium botulinum*. The '10 day rule' is applied in the UK supply base mainly to major multiples, but is not recognised elsewhere, resulting in sale and importation of non-compliant foods. CFA in 2007 created a consortium of industry and international experts to review the scientific basis of the 10 day rule, and secured ~£750K funding over three years for a major project (SUSSLE - Sustainable Shelf life Extension) that began on 1 December 2008.

The success of gaining funding is largely due to the project addressing the need for this fundamental research within a sustainability framework, CFA's own research priorities being reflected clearly in Defra's Sustainable Farming and Food Research Priorities Group Report published in 2005. CFA's Secretary General was one of two food manufacturing industry representatives on the RPG, which facilitated this development.

To ensure that Members are aware of research on issues relating to chill, CFA runs an international research monitoring and alert service for its Members, which is vital given the continued lack of a central repository even for publicly funded research.

b) **Government Representation – Influencing Policy**

CFA is the voice of the chilled prepared food industry and the first port of call for Government on chilled food issues, providing expert opinion founded on sound science and best practice. In addition, CFA reviews and makes input on regulatory and policy issues impacting on chilled foods.

During the year CFA lobbied extremely effectively on regulatory issues at UK, EU and UN level including averting potentially major commercial, technical and political implications of international microbiological criteria, securing further clarity to the EU Microbiological Criteria for Foodstuffs Regulation and on the development of revised FSA guidance on VP/MAP foods.

Following CFA's major role in smoothing certification issues during the 2007 FMD outbreak, CFA stressed the clear need for there to be a protocol for the handling of animal diseases from a food industry perspective since the Government's contingency planning ends at the farm gate. Lack of a defined approach resulted in

certification problems particularly with heat-processed food although standard processes required for human food hygiene ensure no FMD risk is presented. With BRC, CFA is working with Defra to obtain greater recognition in EU law of standard processes, traceability and certification that is in place in the chilled prepared food sector, with the aim of further streamlining certification requirements at EU level.

c) **Best Practice Development – Protecting the Supply Chain**

CFA's guidance documents play a key role in helping assure the safety of chilled food production operations, they assist in promoting the uptake of best practice to the Government and provide information to assist in dealing with media issues.

CFA's publications portfolio currently comprises:

- Practical Considerations in the Management of *Listeria* (2008) [Available to contributing Members only]
- Food Safety & Hygiene Training in a Multicultural Environment (2008)
- 2nd edition Microbiological Guidance for Growers (short title) (2007)
- 4th edition CFA Best Practice Guidelines for the Production of Chilled Foods (2006)
- CFA/BRC Micro Criteria Regulations guidance v 1.2 (2006)
- Microbiological Testing and Interpretation Guidance 2nd ed (2006)
- 2nd edition Water Quality Management Guidance (2005)
- Veterinary Residues Management Guidance (2004)
- Pesticides Due Diligence Guidance (short title) (2002)
- Hygienic Design Guidelines (2002)
- Handwash posters (English, Polish, Portuguese, Spanish)
- Packaging Hygiene Guidelines (1999)

During the year CFA played a key role in the development of the following external documents:

- Proposed Draft Annex II: Microbiological Criteria for *Listeria monocytogenes* in ready-to-eat foods (CAC/GL 61-2007), ALINORM 09/32/13, Appendix II, UN FAO/WHO CODEX Committee of Food Hygiene.
- Proposed Draft Annex III: Recommendations for the use of Microbiological Testing for Environmental Monitoring and Process Control Verification by Competent Authorities as a Means of Verifying the Effectiveness of HACCP and Prerequisite Programs for Control of *Listeria monocytogenes* in ready-to-eat foods (CAC/GL 61-2007), ALINORM 09/32/13, Appendix II, UN FAO/WHO CODEX Committee of Food Hygiene
- Guidance Document on *Listeria monocytogenes* shelf-life studies for ready-to-eat foods, under Regulation (EC) No 2073/2005 of 15 November 2005 on microbiological criteria for foodstuffs, SANCO/1628/2008, European Commission Staff Working Document, ver. 9.3 (26112008)
- Technical Guidance Document on shelf-life studies for *Listeria monocytogenes* in ready-to-eat foods, European Central Reference Laboratory for *Listeria monocytogenes*, Working Document, Version 2 – November 2008.
- Guidance on the safety and shelf-life of vacuum and modified atmosphere packed chilled foods with respect to non-proteolytic *Clostridium botulinum*, July 2008, Food Standards Agency.
- Vacuum packed chilled foods: reducing the risk of *Clostridium botulinum*, Food Standards Agency

CFA in 2009 will be developing with FSA simplified guidance for FBOs on shelf life determination in relation to the Microbiological Criteria for Foodstuffs Regulation 2073/2005 (as amended).

d) **Alerts and Incident Management**

CFA provides Members with an early warning system for supply chain and raw material issues, including the dioxins issue that arose on Irish farms in autumn 2008. In addition to ensuring that Members were up to date with various trade restrictions and certification requirements, CFA provided FSA with information on traceability and impact, and made input to consultants reviewing FSA's handling of the incident.

Members are kept informed of issues through various routes including CFA's RASFF (EU Rapid Alert System for Feed and Food) monitoring service, and a highly developed network of contacts in government, enforcement, media and industry. Information is provided directly to nominated Member contacts to enable them to take appropriate action and CFA's Incident Management Manual is updated frequently. Members

are, therefore, exceptionally well-placed to deal with issues as they arise. As a result, Members are able to minimise risk to consumers and the financial impact of incidents on their businesses.

e) **Information Exchange**

These activities are supported by an enquiry service for members, an email-based discussion list where members can raise issues with each other directly, and a comprehensive library of resources held in the members' area of the CFA website. CFA has been run electronically since 1995, and continues to use this technology for maximum efficiency at minimum cost.

9. EXECUTIVE COMMITTEE

Chairman: Grencore (Mrs Helen Sisson) February 2007-present

The Executive is CFA's Board of Directors, comprising senior management representatives of Full Member companies, which are Directors of CFA. The Executive is responsible for governance, financial sustainability and development of CFA. It oversees all CFA activities, and addresses non-technical issues impacting the industry. Its officers are elected by and from amongst its members.

The Executive meets three times a year, including informal annual dinners with the Chief Executive of the Food Standards Agency and the CEOs of full member companies.

a) **Membership Criteria**

CFA's membership criteria have always been based on compliance with technical standards. The membership criteria were revised in June 2008 to require a fourth element, the criteria in full being:

- i) provision by an applicant of a copy of its BRC or IFS certificate
- ii) a written statement signed by the applicant's company director confirming purchase of and compliance with CFA's 4th edition Best Practice Guidelines for the Production of Chilled Food and any action plan on non-conformances
- iii) a supporting reference from an existing member company
- iv) a statement of qualifications and experience of the person responsible for food safety at the business

b) **Government Liaison**

High-level dialogue and excellent relationships with FSA and Defra continue. In 2008 CFA's Executive Committee met with Mr Tim Smith, FSA's CEO, to discuss issues key to the chilled food sector. CFA is also a member of FSA's Food Industry Stakeholder Group and holds regular bilaterals with Defra.

CFA's longstanding programme of site visits for senior civil servants continued with 3 visits in 2008, with 15 staff from the FSA visiting preparation facilities producing a variety of chilled foods including quiches, sandwiches and leafy salads. Visitors included FSA's Head of Microbiological Safety Division. CFA has to date hosted 44 visits in total. Some 165 civil servants from FSA's CEO to policy staff have visited CFA members' operations, and a number have visited more than one operation. The visits programme continues in 2009, with invitations extended to Waste and Resources Action Programme (WRAP) and members of the ACMSF in addition to FSA, Defra and HPA.

c) **Sustainability**

CFA's Sustainable Development WG:

- brings together environment-related work impacting on the chilled food manufacturing sector
- proactively engages with policymakers, e.g. EA, Defra, DTI
- identifies and facilitates means of assisting members in complying with regulatory and other requirements
- makes input into and take forward as appropriate on research findings

SDWG's objectives are to

- Respond to FISS
- Identify priorities for FISS implementation

- Make input into CCA negotiations and policy on carbon management
- Develop communications information

CFA is also active in relation to

- WRAP
- Target negotiation in the Climate Change Agreement
- The Environment Agency Food and Drink Sector Liaison Group, which following CFA lobbying, was in 2008 opened up to a wider range of associations

CFA's Secretary was a Board member of two Defra-sponsored environment-related projects completed in 2008:

- Imperial College PhD (value stream mapping)
- University of Lincoln and University of Cambridge (lean manufacturing)

CFA is also involved in the Defra-funded work at Cranfield/IGD on the impact of trade relationships on waste.

10. TECHNICAL COMMITTEE

Chairman: Mr Malcolm Jones (Kerry Foods) from April 2008
Mrs Alison Robertson (Daniels Chilled Foods) from April 2007-8

The Technical Committee oversees the activity of CFA's technical working groups and makes direct input into CFA's Executive Committee, the European Chilled Food Federation (ECFF) and various external technical groupings. Members and the Secretary also provide links between CFA and other organisations and committees.

In 2008 the agenda of the Microbiology and Hygiene WG was incorporated into that of the Technical Committee.

During the year, the Technical Committee:

- Through a working group produced guidance on food safety and hygiene training in multicultural environments, providing detailed information on how to deliver effective hygiene training.
- Made extensive input into European Commission work on interpretation and further development of the EC Microbiological Criteria Regulation, including numerous presentations of the UK industry's approach to the Commission and other external audiences and close liaison with the Food Standards Agency
- review of *Listeria monocytogenes* criteria for ready to eat foods
- Made direct input into the UN (CODEX) draft criteria for *Listeria monocytogenes*
- Carried out CFA's fifth microbiological benchmarking review
- Monitored and reviewed outbreaks and incidents internationally that may impact on chilled foods or raw materials
- Developed and promoted CFA's research priorities list to researchers and funders and reviewed project proposals based on the list
- Facilitated information exchange on members' reformulation work and policy developments in relation to nutrition
- Met with Mr Philip Clarke, Head of Better Regulation at the Food Standards Agency

The Committee also deals with general technical matters that are not specific to chilled food, such as contaminants and non-microbiological legislation and policy.

Currently one technical Working Group (the Produce WG), reports into the Technical Committee. It has been chaired by Mr Greg Hunn (Greencore) since July 2006, with Dr Chris Foulds (Vitacress) as Vice Chairman and is populated by agronomists and other senior technical representatives of Member companies.

The PWG focuses on Good Agricultural Practice and best processing practice in relation to chilled prepared produce, primarily covering food hygiene.

A unique research project on 'Factors affecting the attachment of bacteria to, and their detachment from prepared fruit and vegetable tissues' was developed in 2004, successfully secured LINK funding and began in October 2005. The research ran until March 2008, with findings restricted to Full Members.

The second edition of CFA's Microbiological Guidance for Produce Suppliers to Chilled Food Manufacturers (Micro Guidance for Growers, or MGG2) was highlighted to the UN FAO/WHO's Expert review of leafy green vegetable and herb safety in which CFA's Secretary was one of only two European participants.

Other activities in 2008 included:

- Input into the draft CODEX fresh produce code annex on leafy green vegetables and herbs
- Provision of best practice information to Government and its various agencies including in survey design and findings
- Monitoring developments in the forthcoming WHO review of active chlorine
- Research monitoring and review
- Farm to fork visits for senior civil servants
- Incident monitoring and liaison

11. EUROPEAN CHILLED FOOD FEDERATION

Presidency and secretariat held by: BReMA (Belgian Ready Meal Manufacturers Association) and AKSV (Dutch delicatessen salad producers association)

CFA is a founder Member and key player in the ECFF that was established in 1991. ECFF aims to improve and assist the development of EU markets of chilled food, in particular collating market data, support free circulation of goods and avoid obstacles (technical or others) to trade.

ECFF currently represents industry in ten European countries, its membership's turnover being more than €7billion, including more than 400 preparation facilities around Europe, producing more than 15,000 SKUs, and employing more than 70,000 people, including over one thousand scientists. CFA is by far the largest member of ECFF in terms of represented industry turnover, numbers of employees, scientists, plants and foods, the UK market comprising some 60% of those in which ECFF's members are active.

ECFF's web page, www.ecff.net, was established 1999 and is hosted on the CFA site.

In 2008 ECFF's work programme included:

- Participating in development of Europe-wide nutrition and health policy
- Monitoring and exchanging information on chilled food nutrition-related issues
- Monitoring and influencing the European Commission and the CODEX Hygiene committee including on microbiological criteria for foodstuffs
- Country of origin labelling
- Marketing of fresh poultrymeat

Extending membership, making input into legislation, policy development, the EC and CODEX will continue in 2009.

12. EXTERNAL RELATIONS ACTIVITIES

The Secretariat and Heather Paine Associates work together on general CFA external communications and publicity, with the support of CFA's Communications WG.

CFA's Communications WG established in 2005 supports CFA's general communications strategy, providing input on key strategic activities including coordinating and promoting common messages from the industry on chilled issues, and developing a highly successful Media Centre on the CFA website.

CFA's website features a wide range of resources for journalists, students, authorities, enforcers and industry, including CFA position statements. However, most of the information held on the website is in the password-protected Members Area.

The website 'Media Centre' includes information designed for journalists and students on key topics including:

History of UK chilled foods	'Use by' dates	Carbon footprint labelling
UK produced chilled foods	Hygiene standards	Advantages of chilled foods
Chilled prepared meals	MAP and vitamins in salads	Produce washing
Labelling	Nutrition	Fertilisers
Packaging	Responsible sourcing	Distribution
Shelf Life	Sourcing criteria	GM
Supplier Quality Assurance	Temperature	Organic
Traceability		

The Campaigns section of the website carries public information on milestones in CFA work, including:

- Listeria and Zero Tolerance
- The 10 Day Rule for Shelf Life
- Healthy Eating

Three editions of CFA's newsletter 'CFA News' were published during the year, both in hard copy and electronically. CFA News promotes CFA's activities and policies to some 2,500 contacts in industry, academia, trade press and Government worldwide. CFA News receives extremely positive feedback from recipients internationally.

CFA's site visits programme for senior civil servants is another important part of its proactive communications programme, reaching a great number of individuals, departments and agencies.

CFA's external relations activities in 2009 will be focused on continuing to promote the Association as the authoritative voice of the professional chilled food industry, exploring extension of communications beyond the trade press to reach consumers directly.

The key components of CFA's communications are

- promotion to Government of the need for a high best practice baseline for chilled food manufacture,
- the need for enforcement of statutory requirements and of non-statutory Government guidance such as that issued by FSA and LACORS
- promotion and further development of CFA's website
- effective lobbying, networking and liaison and
- promoting the benefits of CFA membership.

13. CONTACT WITH OTHER ORGANISATIONS

- British Retail Consortium

CFA continues to work closely with BRC on key issues such as hygiene policy and certification requirements during animal disease incidents.

- Other Organisations

CFA has excellent relationships with numerous other organisations:

- Government agencies (e.g. FSA, Health Protection Agency, Chemicals Regulation Directorate)
- Government departments (e.g. Defra)
- Universities, researchers and research associations (e.g. Institute of Food Research – CFA is a member of IFR's Food & Health Network, Campden BRI, universities)
- Enforcers (LACORS, CIEH)
- Government-funded organisations, e.g. WRAP
- Trade associations and fora (e.g. British Retail Consortium, British Nutrition Foundation, British Leafy Salads Association, British Meat Processors Association, British Poultry Council, Food Storage & Distribution Federation, Provision Trade Federation, Meat Products Liaison Committee, US Food Products Association)