PTIN Food Safety Incident Management Workshop

Big Sky, Montana, USA
14-15 May 2011

Asia-Pacific Economic Cooperation (APEC)
Food Safety Cooperation Forum (FSCF)
Partnership Training Institute Network (PTIN)
Overview

• Fonterra

• Terminology – Risk vs Issue

• Identification of Emerging Issues

• Management of Emerging Issues
Fonterra Co-operative Group

• Formed in 2001

• More than 10,000 farmer shareholders

• World’s largest dairy manufacturer and exporter

• We export 95% of our New Zealand-made dairy products to customers and consumers in 140 markets across the globe
Emerging Risk or Emerging Issues

Does terminology matter?

• Issue
  – important topic for discussion

• Risk
  – exposure to mischance
  – future issues that can be avoided or mitigated, rather than present problems that must be immediately addressed
Identification of Emerging Issues

1. Obtain Information
   - Media
   - Customers
   - Scientific literature
   - Trade literature
   - Business wide interactions
   - Professional development groups
   - Conferences
   - Formal and informal networks
   - Research
   - Food and non-food related sources
   - …
Identification of Emerging Issues

2. Processing Information
   - Developing the ‘thinking’
     • Risk based
     • What if …
     • Lateral
     • Linking
     • Interactive

3. Anticipating Issues
   - Always questioning
     • What could happen?
     • How would we know if it did happen?
Different Food Safety Risk Types

Unintentional Contamination
- Issues that are known and managed
  - microbiological
  - chemical, pesticide or vet drug residues

Deliberate Adulteration
- For economic gain or brand damage (sabotage)

Change Related
- Arising from controlled and uncontrolled change
Structure to Support Developing the ‘Thinking’

Food Assurance Team

Operations Support

Regulatory & Food Assurance

Innovation
Combining the ‘Thinking’ with Information

• Exposure to
  – A wide range of activities in the business
  – A wide range of external information
  – A wide range of external networks

• Issue capture in Watching Issues System
Example of Change Related Thinking

Healthy Food Trends

Product Reformulations

Preservative Removal

Minimal Processing

Re-emerging Pathogens

Alternate Options

Processing Challenges
Example of Change Related Thinking

New Farm Practices

New Processing Technology

New Feeds

New Chemicals

Efficiency

...
Example of Change Related Thinking

- Climate Change
- Water Shortage
- Changing Pest Profile
- Changed Animal Treatments
- Water Re-use
- ...
- ...

Diagram showing the relationships between different aspects of change thinking involving water usage and climate change.
When Issues Are Identified

• Food Assurance Risk Assessment
  – Internationally accepted framework (Codex)
  – Science based
  – Objective and transparent

• Led by the Food Assurance Team
  – Corporate function, independent of operational pressures
  – Interacting within business and externally

• Additional Layer of Assessment
  – Business impact and commercial risk
When Risk Has Been Assessed

• Elevated to Regulatory & Food Assurance Council
  – Senior managers across the global business
  – Set policy for Fonterra
  – Agreed Pan-Fonterra position on key emerging trends and issues
Communication & Implementation

• Communication of agreed positions across the business
  • Global Quality Working Group
  • Business Management Systems

• Implementation - actions, responsibilities, timelines
Summary

• **Identification of Emerging Issues**
  – It’s what you do with information that makes it useful
  – Core Group with
    • Competency in issue related ‘thinking’
    • Exposure to a wide variety of information
    • Risk Assessment expertise

• **Management of Emerging Issues**
  – Core Group with
    • Independence from operational pressures
    • Mechanism to elevate risks
    – Mechanism for action, communication and implementation
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