

# 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)



Asia-Pacific  
Economic Cooperation



**FSCF** Food Safety  
Cooperation Forum  
**PTIN** Partnership Training  
Institute Network



**FOOD** STANDARDS  
Australia New Zealand  
Te Mana Kounga Kai - Ahitereiria me Aotearoa



# Identification and Management of Emerging Risks

May 2011

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Dairy for life

# 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

Business Management Systems

- Risk Management Plans
- Critical Control Points
- Testing

## Deliberate Adulteration

- For economic gain or brand damage (sabotage)

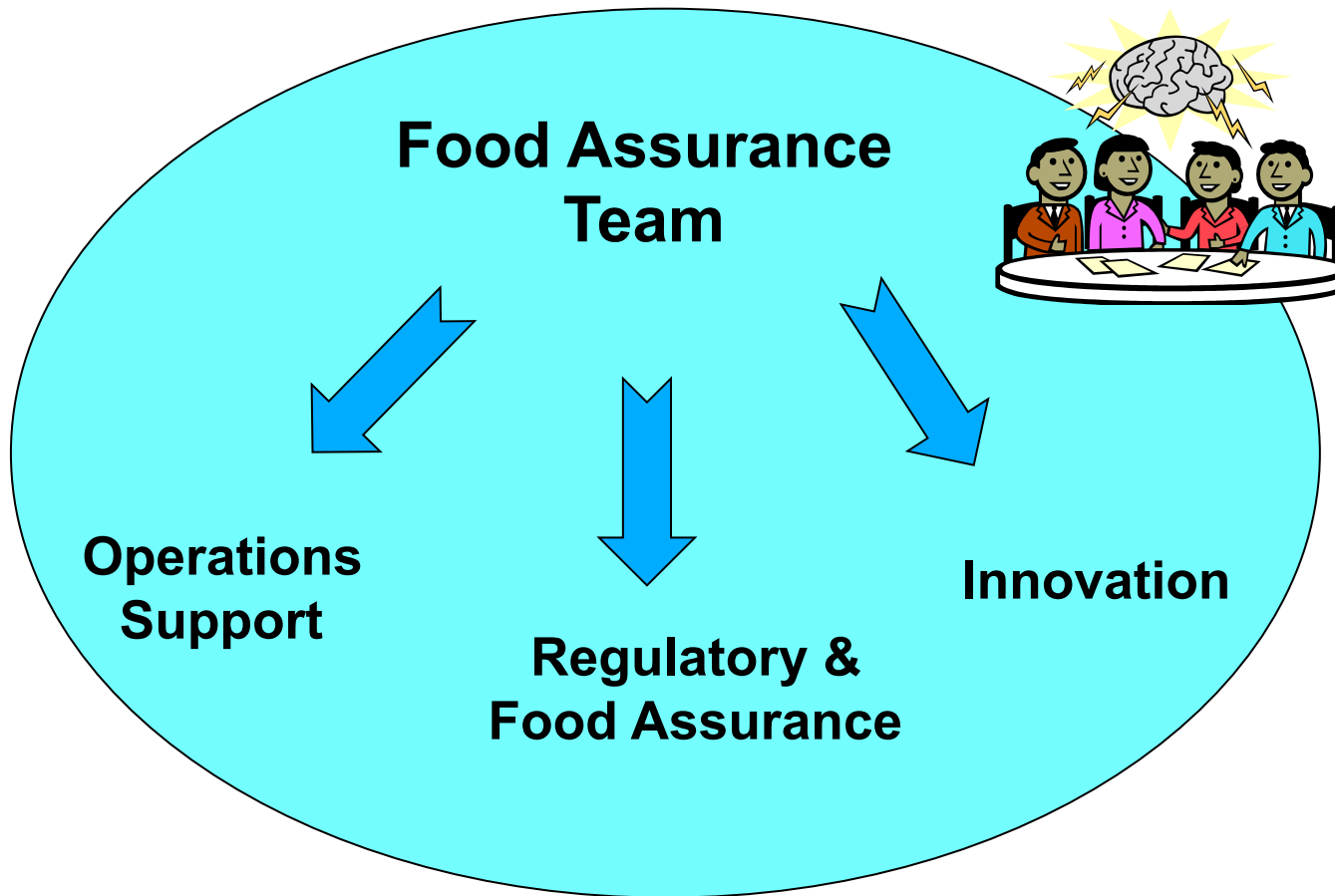
## Change Related

- Arising from controlled and uncontrolled change





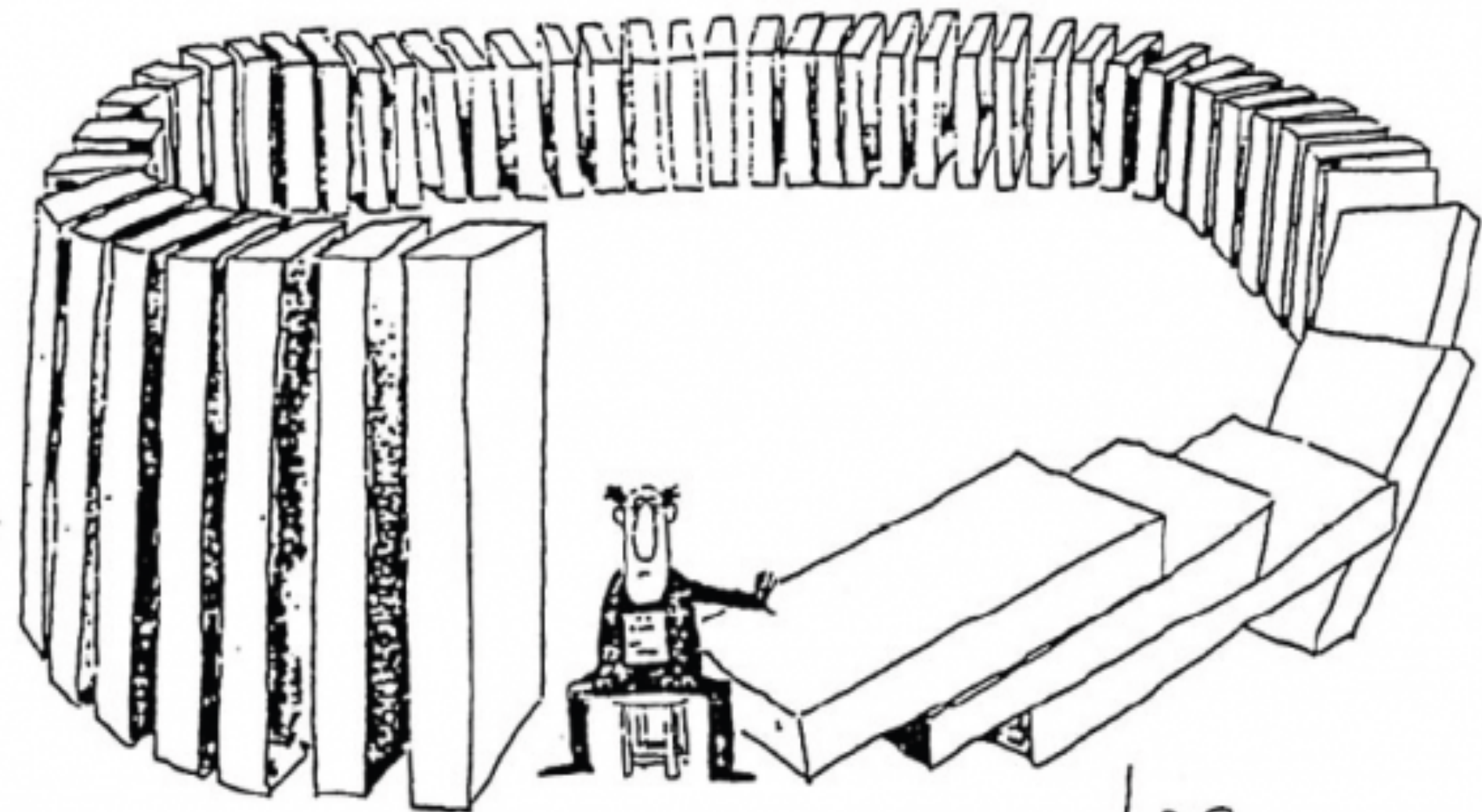
# Structure to Support Developing the 'Thinking'



# Combining the 'Thinking' with Information

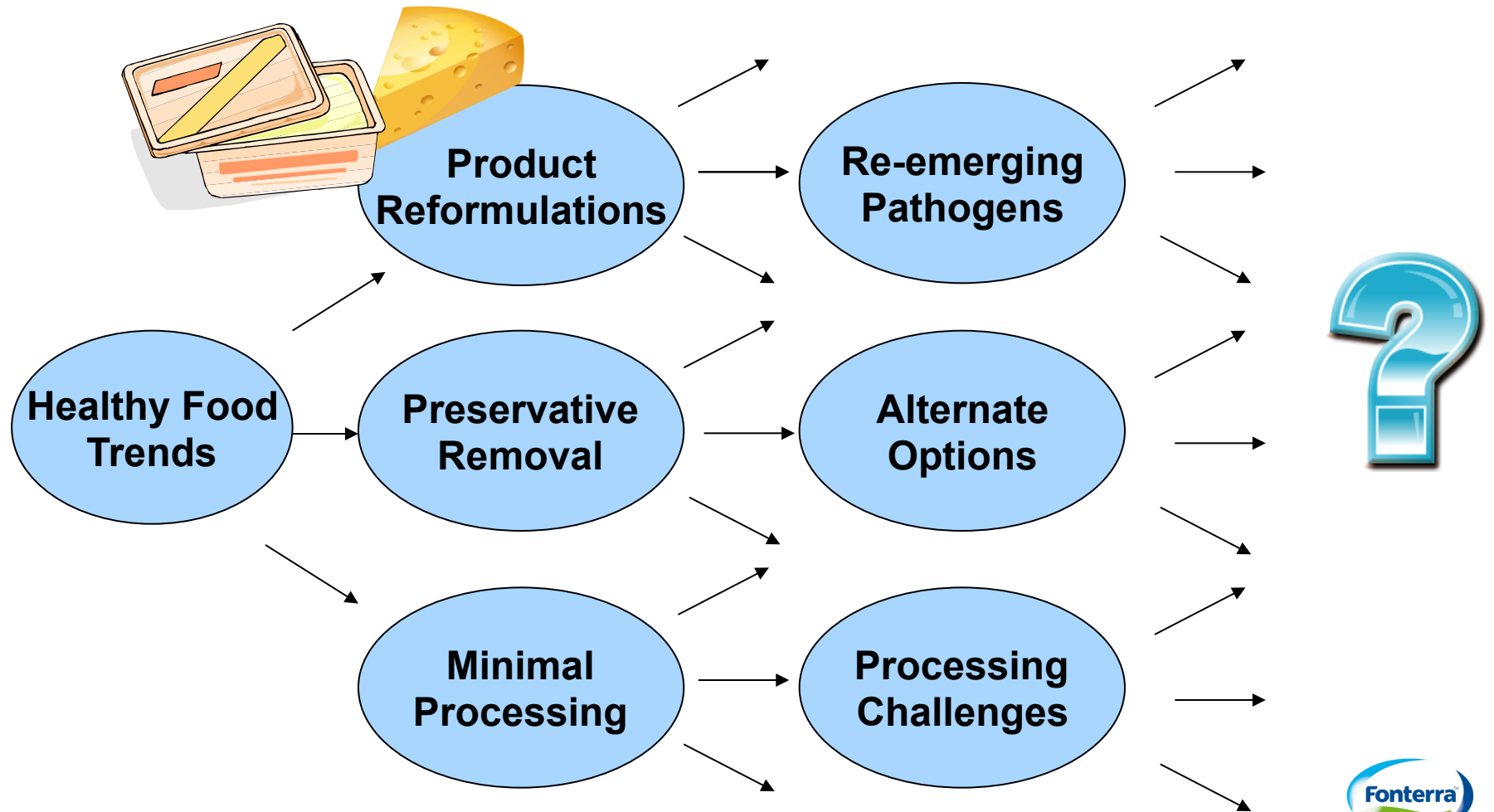
- Exposure to
  - A wide range of activities in the business
  - A wide range of external information
  - A wide range of external networks
- Issue capture in Watching Issues System



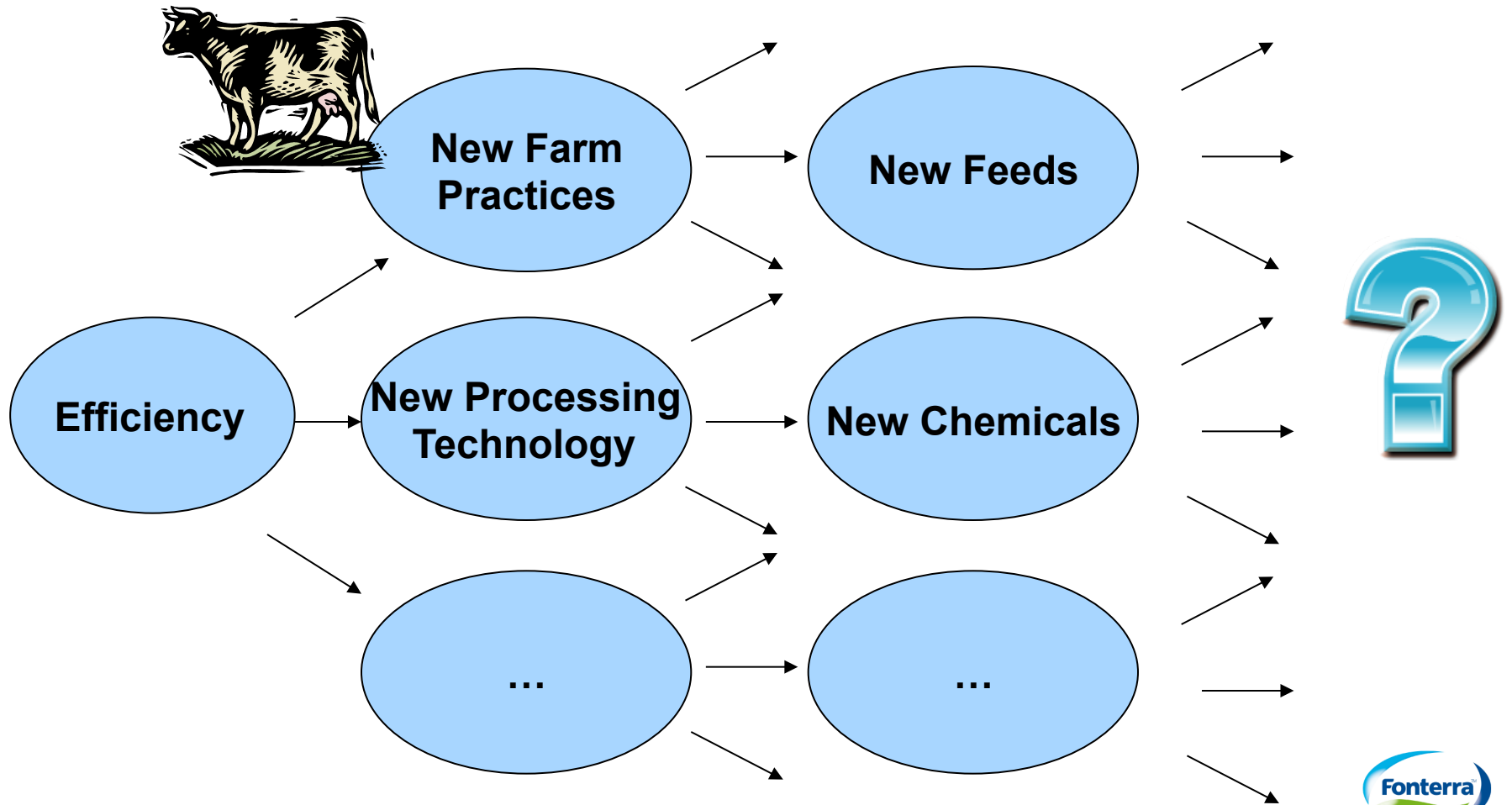


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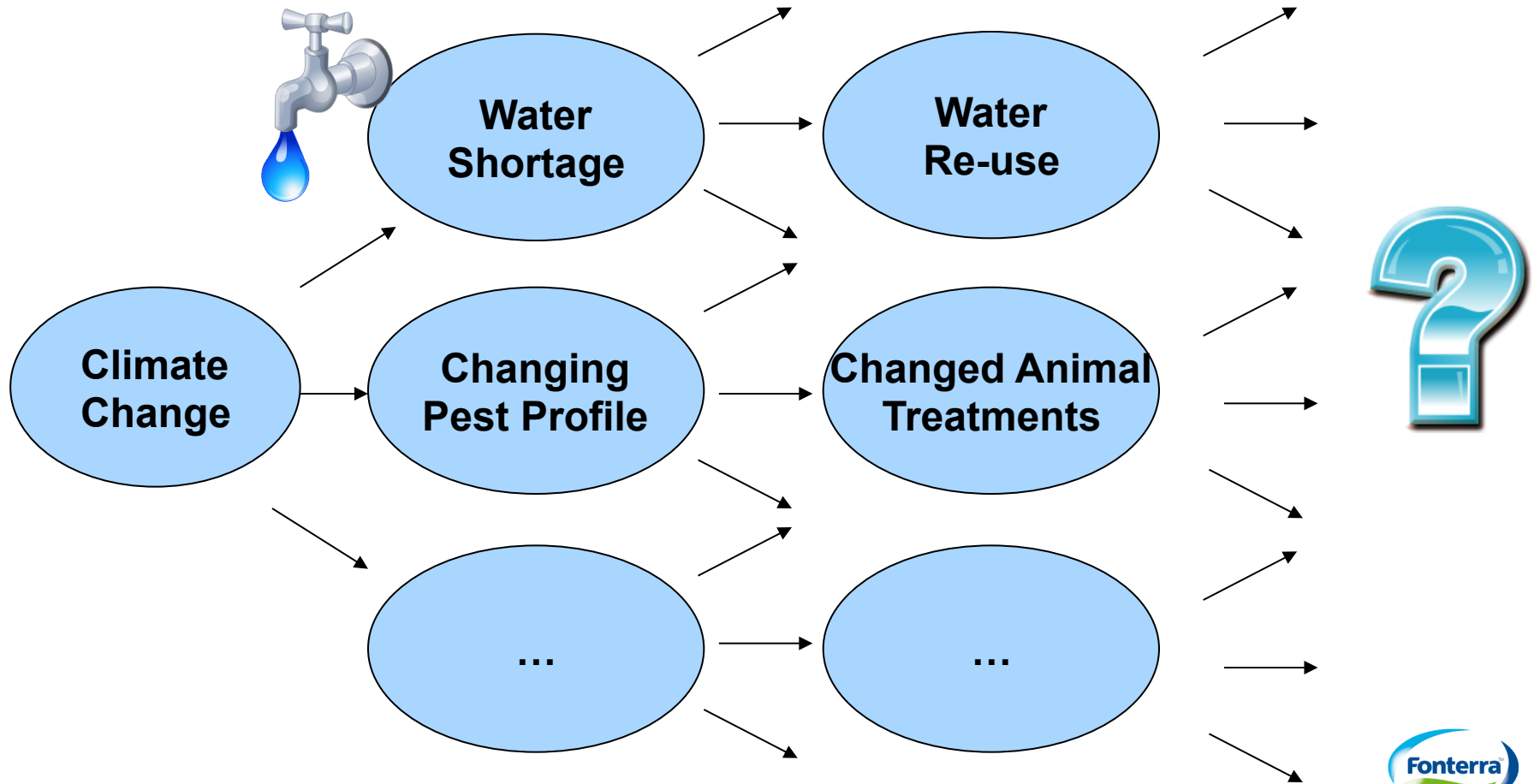
# Example of Change Related Thinking



# Example of Change Related Thinking



# Example of Change Related Thinking



# 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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