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● **A practical guide to a culture of food safety with PAS 320**

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According to the World Health Organization (WHO), consuming contaminated food resulted in an estimated 600 million people – almost 1 in 10 people in the world – falling ill, and leads to 420 000 deaths every year, resulting in the loss of 33 million healthy life years



- HACCP based food safety systems have been used since 1960's
- Food recalls, withdrawals, incidents, and events continue
- Something still wasn't working....



‘A company’s food safety culture is the shared values, norms, and beliefs that affect mindsets and behaviours toward food safety in, across, and throughout the company’

GFSI 2017



Contributors to poor Food Safety Culture

- poor communication (or miscommunication)
- lack of empowerment (or a fear-based culture)
- poor or limited training of personnel (lacking or outdated training practices)



- poor motivation of personnel (lack of reward or recognition)
- senior leaders not walking the talk of 'food safety'
- a belief that food safety culture belongs to the food safety team
- a lack of recognition that 'food safety culture' impacts the entire organization

Common denominator in Food Safety Culture



People...

Someone, somewhere got something wrong with their values, beliefs and behaviour and/or, their understanding of food safety

 **FSSC** 22000

BRCS

 **SQF**
INSTITUTE
One world. One standard.
SQF Institute is a division of FMI.



 **bsi**
ISO 22000
Food Safety
Management
CERTIFIED


GLOBALG.A.P.





Industry has discussed the importance of food safety culture for decades now, with a great deal of content being developed on ‘**what**’ food safety culture is and ‘**why**’ organizations should do more

The **missing piece** has always been a lack of ‘**how to**’ practical guidance

PAS 320:2023 Developing and sustaining a mature food safety culture – Guide

This PAS gives guidance on how to mature, sustain and continually improve a food safety culture within an organization

PAS 320:2023

Developing and sustaining a mature food safety culture – Guide



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A PAS is a Publicly Available Specification written by BSI

The PAS process enables a standard to be rapidly developed in order to fulfil an immediate stakeholder need

A PAS can be considered for further development as a British Standard, or constitute part of the UK input into the development of a European or international standard



Organizations that funded PAS 320

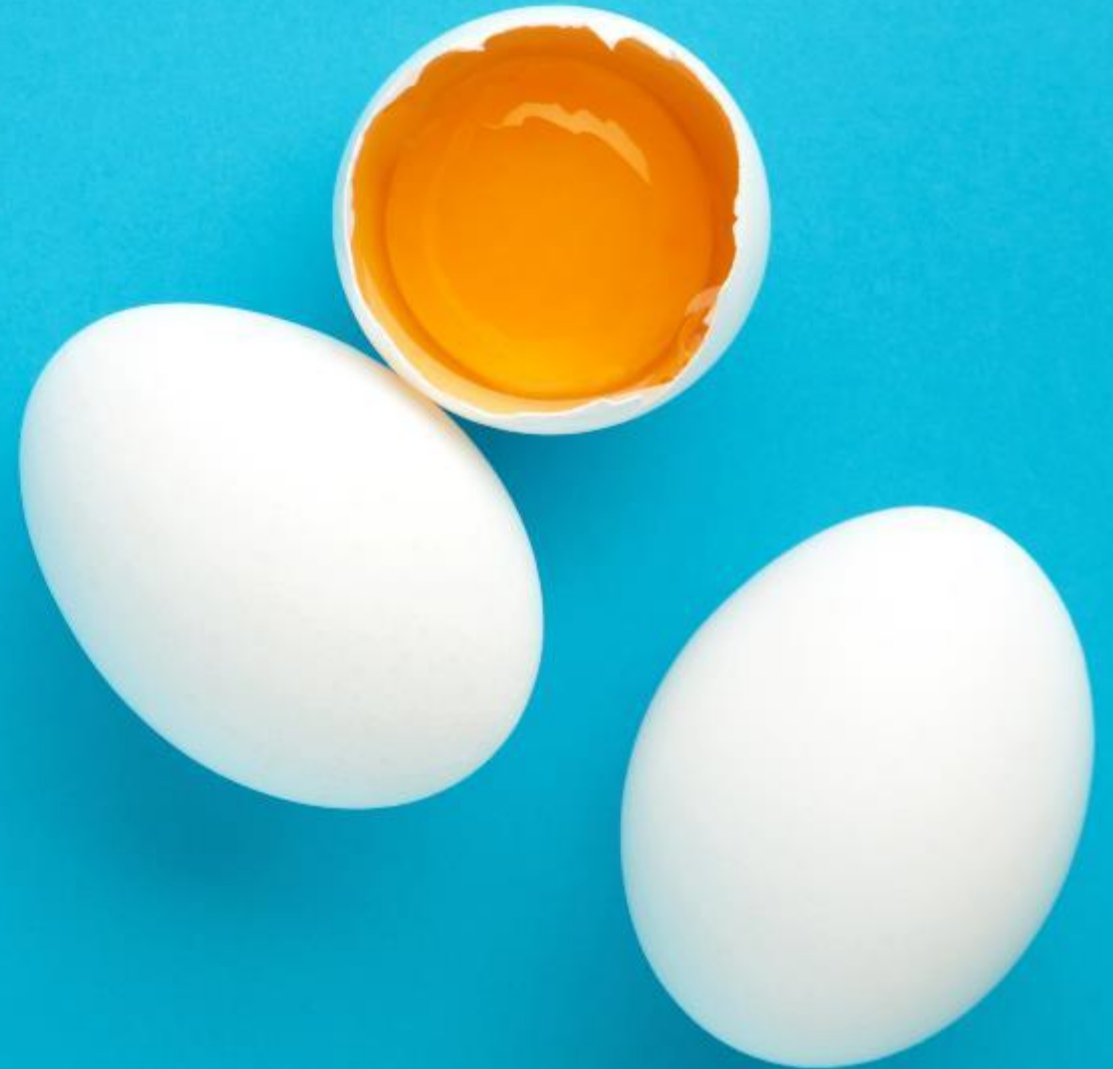
- Campden BRI
- Dairy Farmers of America
- DairySafe Victoria
- Eagle Certification Group
- Food Design Consultants Group
- Intertek Alchemy
- Jiangxi Institute of Standardization
- Kerry Group
- Musgraves
- Neogen®
- OneHarvest
- SSAFE
- Walmart
- Zhejiang Institute of Standardization
- Zhejiang Shouxiangu Pharmaceutical Co., Ltd.

PAS 320 Steering Group members

- BRCGS
- BSI Food & Retail Sector
- Campden BRI
- Compass Group
- Dairy Farmers of America
- Dairy Food Safety Victoria
- Danone
- Eagle Certification
- HelloFresh
- Institute of Food Science and Technology (IFST)
- Intertek Alchemy
- Kerry Group
- KFC UK and Ireland
- Maple Leaf Foods
- McDonald's
- Musgraves
- Neogen®
- OneHarvest
- OSI Group
- PepsiCo
- SSAFE
- Sunny Queen Australia
- UKAS
- University of Lincoln
- Walmart
- Zhejiang Institute of Standardization
- Zhejiang ShouXianGu Botanical Drug Institute Co., Ltd

Technical Authors of PAS 320

- Ana Cicolin (BSI)
- Dr Lone Jespersen (Cultivate)



PAS 320 provides a framework for:

- understanding the **fundamentals** of a food safety culture;
- establishing the **governance** of a food safety culture;
- understanding the **maturity level** of the organization's food safety culture;
- designing a **strategic change plan** to achieve the desired food safety culture;
- preparing **key functions** towards the desired food safety culture;
- embedding the food safety culture **change plan** into the existing FSMS;
- **evaluating the performance** of the organization's food safety culture; and
- sustaining **continual improvement** of the organization's food safety culture.



This approach can be used equally well by **large and small organizations**





PAS 320 provides a **framework, using the plan-do-check-act (PDCA) methodology and process approach**, to support organizations in developing, maturing and sustaining the continual improvement of their food safety culture



NOTE The processes on the figure are numbered according to the clause in which they are discussed in this PAS.

Key

-  Organizational culture and its context
-  Food safety culture

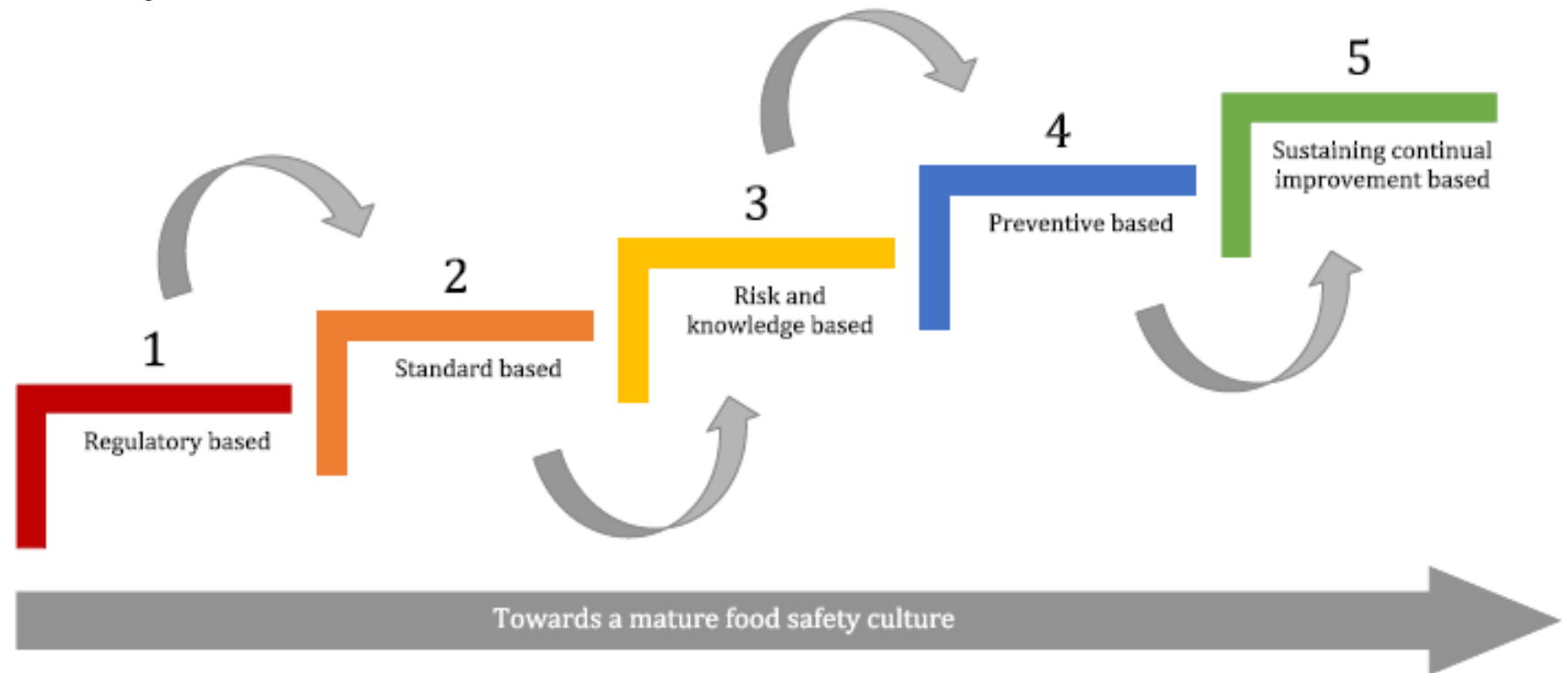
Management commitment is fundamental to build the foundation for a food safety culture as a catalyst for business improvement, sustain the continual improvement of the organization's food safety performance, and mature its food safety culture with the mindset that food safety is a whole food supply chain responsibility regardless of the organization's size or complexity





The WHO stated that “**food safety is a shared responsibility**, and everyone has a role to play including governments, industry, producers, business operators and consumers”

Structured example of the progressive nature of the **maturity levels** of the organization's food safety culture





PAS 320 provides recommendations to enable the design of a **strategic change plan** to achieve the desired food safety culture

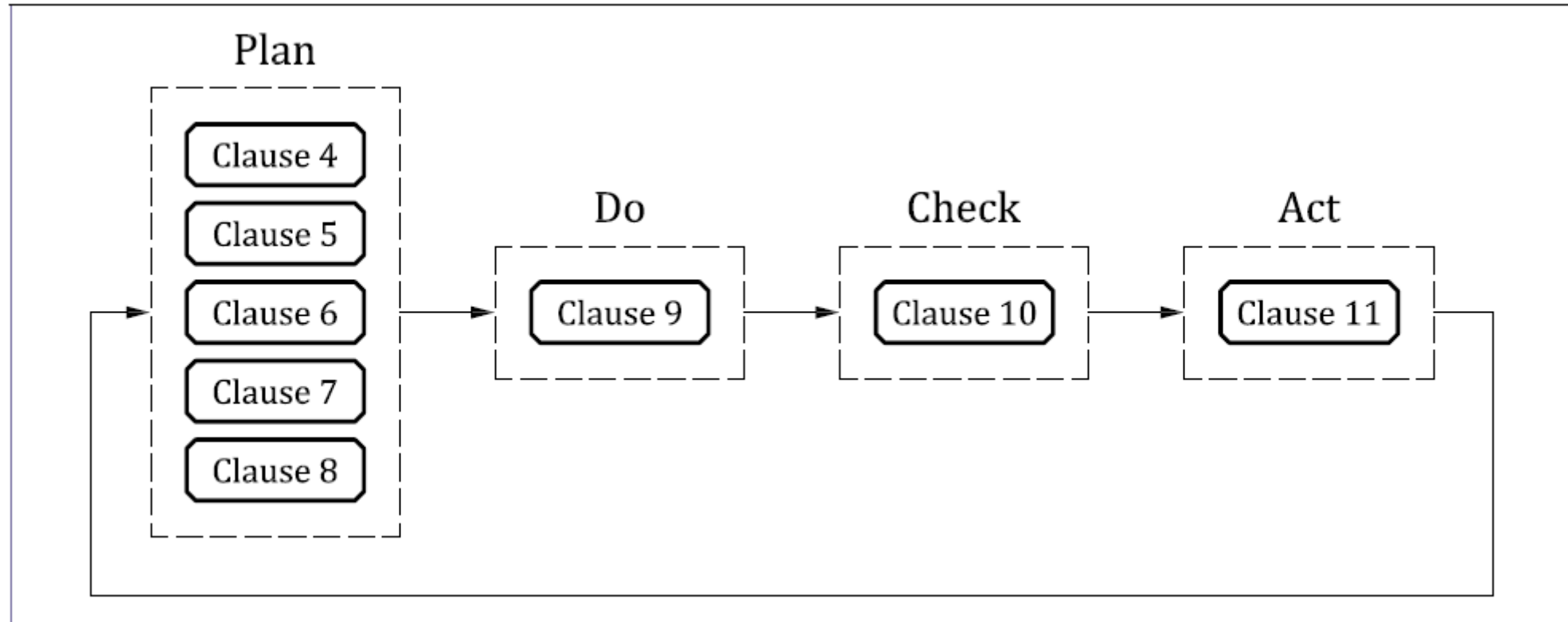
PAS 320 provides guidance on the establishment of a **performance monitoring system** to enable ongoing evaluation of organizations' food safety culture



PAS 320 includes recommendations on implementing an ongoing **improvement cycle approach** which supports increased food safety performance and brings other benefits to organizations including, but not limited to, **talent retention, investment return, business performance improvement, reduction of the costs associated with poor quality, and enhanced efficiency**



Overview of the relationship of the clauses in PAS 320



Questions?

