



We have written this workbook to assist in the implementation of your BRC food safety management system. The workbook is divided into 8 steps that are designed to assist you in implementing your food safety management system effectively:

- ✓ Step One: Introduction to the BRC Global Standard for Food Safety
- ✓ Step Two: Gap Analysis
- ✓ Step Three: Senior Management Implementation
- ✓ Step Four: Food Safety Plan/HACCP Implementation
- ✓ Step Five: Food Safety Quality Management System
- ✓ Step Six: BRC Implementation & Training
- ✓ Step Seven: Internal Auditing Training & Checklists
- ✓ Step Eight: Final Steps to BRC Certification

BRC Food Safety Management System Implementation Workbook

The Workbook guides you through the process of implementing our BRC Food Safety Quality Management System, which is an ideal package for Food Manufacturers looking to meet British Retail Consortium Global for Food Safety 2018 (Issue 8).

This comprehensive system contains:

- ✓ Comprehensive Procedures Manual
- ✓ FSMS Record Templates
- ✓ HACCP Manual containing the HACCP Calculator
- ✓ Laboratory Quality Manual
- ✓ Training Modules and Exams
 - BRC Standard for Food Safety Training Module
 - HACCP Training
 - Internal Audit Training and Checklists
- ✓ BRC Global Standard for Food Safety Gap Analysis Checklists
- ✓ Verification and Validation Record Templates
- ✓ Free online support via e-mail

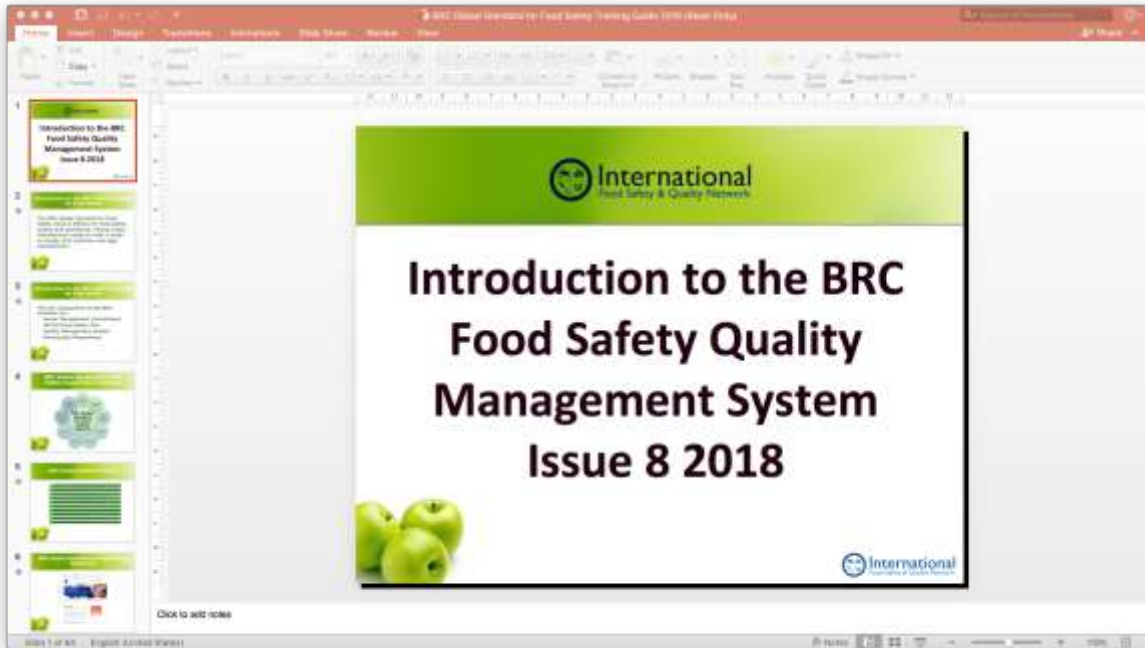
As well as being updated this BRC Implementation Package includes additional management tools to help you achieve BRC certification:

- ✓ Unannounced Audit Guidance
- ✓ Allergen Management Module & Risk Assessment Tool
- ✓ Supplier Risk Assessment Tool
- ✓ Product Development Module
- ✓ BRC Risk Assessment Tool
- ✓ Complaint Management Guidelines & Analyser
- ✓ Hygiene Inspection Training
- ✓ Verification Schedule Risk Assessment Tool and Template

As a preliminary to Step 1 we recommend that the you get a copy of the current issue of the BRC Global Standard for Food Safety. It is free to download at the [BRCBookShop](#)

Step One: Introduction to the BRC Global Standard for Food Safety

This PowerPoint training module presentation will introduce the BRC Global Standard for Food Safety to the management team and explain how to start the process of implementing a BRC compliant Food Safety Management System.



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2.14 Review the HACCP plan			
Relevant Documentation Requirements	Compliant		Comments
Section 3 Food Safety and Quality Management System	Yes	No	
3.1 Food safety and quality manual			
3.2 Document control			
3.3 Record completion and maintenance			
3.4 Internal audits			
3.5 Supplier and raw material approval and performance monitoring			
3.6 Specifications			
3.7 Corrective and preventive actions			
3.8 Control of non-conforming product			
3.9 Traceability			
3.10 Complaint-handling			
3.11 Management of incidents, product withdrawal and product recall			
Relevant Documentation Requirements	Compliant		Comments

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Step 2: Corrective Actions from Gap Analysis

The non-compliances identified in the assessment of compliance with Sections 1 - 9 of the BRC Global Standard for Food Safety should be logged using the form below and used as input for Step Three: Senior Management Implementation. In Step 3 the appropriate corrective action should be allocated by the Senior Management Team and a corrective action plan formulated.

Step 2: Corrective Actions from Assessment of Prerequisites							
Date	BRC Standard Section	Details of Non-Conformance	Identified by:	Corrective Action Required	Responsibility	Target completion Date	Date Completed

Step Three: Senior Management Implementation

A Senior Management Implementation checklist is provided that establishes your Food Safety Management System fundamentals including Food Safety Policies and Objectives.

The checklist guides Senior Management:

- ✓ in planning the establishment of the FSMS
- ✓ in providing adequate support to establish the FSMS
- ✓ in ensuring there is adequate infrastructure and work environment
- ✓ in allocating responsibility and authority

This stage requires the Senior Management to meet and establish the foundations for the Food Safety Management System:

- ✓ Formulating a checklist of Customer, Regulatory, Statutory and other relevant Food Safety requirements
- ✓ Decide which Food Safety requirements the company should address and develop relevant policies.
- ✓ Based on the Food Safety Policy Management Policies establish Food Safety Objectives
- ✓ Define the scope and boundaries of the FSMS
- ✓ Plan the establishment of the FSMS using the project planner
- ✓ Provide adequate support to establish the FSMS
- ✓ Ensure there is adequate infrastructure and work environment and develop a Corrective Action Plan to rectify Prerequisite shortfalls
- ✓ Allocate responsibility and authority
- ✓ Assess, plan and establish appropriate internal and external communication (including the food chain) channels

As a decision has already been made to implement a system compliant with the BRC Global Standard for Food Safety, the Senior Management meeting should also consider the requirements of the Standard which are summarised below and should be read direct from the Standard:

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Senior Management FSMS Implementation Meeting

Date

Time

Venue

Agenda

1. Formulating a checklist of Customer, Regulatory, Statutory and other relevant Food Safety requirements
2. Decide which Food Safety requirements the company should address and develop relevant policies.
3. Based on the Food Safety Policy Management Policies establish Food Safety Objectives
4. Define the scope and boundaries of the FSMS
5. Plan the establishment of the FSMS using the project planner
6. Provide adequate support to establish the FSMS
7. Ensure there is adequate infrastructure and work environment
8. Allocate responsibility and authority
9. Assess, plan and establish appropriate internal and external communication (including the food chain) channels

Attendees:

Senior Management Team		
Job Title	Name	Role in Team
Managing Director		Chairman
Site Director		Deputy Chair
Operations Manager		Operations Reporting
Technical Manager		Food Safety and Quality Reporting Management Representative
Planning Manager		Planning and Capacity Reporting
Distribution Manager		Distribution Reporting
Maintenance Manager		Services and Engineering Provision
Finance Manager		Financial Reporting
Human Resources Manager		Resource reporting

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Senior Management FSMS Implementation Checklist

The Senior Management FSMS Implementation Meeting should follow the guidelines of the Senior Management Implementation Checklist:

Action (i)	Senior management formulate a checklist of Customer, Regulatory, Statutory and other relevant Food Safety requirements	
	Customer/Regulatory/Statutory/Other	Record Details
	XYZ Customer Requires this	
	BRC Global Standard for Food Safety 2015	
	Food Regulations	
Action (ii)	Senior Management decides which Food Safety requirements the company should address and develop relevant policies.	
	Requirement	Policy Details

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The screenshot shows a Microsoft Word document with the following content:

AFC

Food Safety Culture

Introduction

The Company recognises that a successful food safety culture is the product of individual and group values, attitudes, competencies and patterns of behaviour that determine the commitment to, and the style and proficiency of the food safety management system. The site's senior management plan for the development and continuing improvement of food safety culture.

Senior management are responsible for delivering a "It is how we do things here" food safety culture by:

- Leadership – starting from the top
- Demonstrating visible commitment
- Effective communication of company philosophy and policy
- Ensuring there is accountability from the top of the organisation to the bottom
- Developing employee confidence and mutual trust
- Developing reward schemes including 'Employee of the Month' award
- Ensuring all employees are accountable, engaged and understand the value of integrity and proactivity
- Developing an action plan for the development and continuing improvement of food safety culture

Developing a Food Safety Culture

A successful food safety culture can be achieved only by following safe working practices and procedures developed through effective hazard analysis, training and experience. In order to achieve these aims, a robust Hazard Analysis Critical Control Points System (HACCP) has been introduced following a full hazard analysis of all food related operations. All instructions and control mechanisms within HACCP are designed to control any risk to food safety.

To ensure success of this policy Senior Management are directly responsible for food safety and quality by ensuring adequate; organisation and support, equipment and facilities, training and education of all employees, reviewing and auditing performance, and driving continuous improvement. Detailed organisational arrangements and food safety responsibilities for all levels of management are contained in the food safety and quality manual and job descriptions.

Achievement of this policy involves all staff being individually responsible for the quality of their work, resulting in a continual improvement culture and working environment for all. All employees are provided with the food safety training necessary to enable them to perform their tasks and are responsible for ensuring that they do so in a hygienic manner so that the safety of the food they handle is not put at risk. All employees are required to co-operate with any authorised person to ensure that statutory and regulatory obligations are properly complied with.

Document Reference Food Safety Culture QM 1.1.2
Revision 1 1st August 2018
Owned by: Technical Manager
Authorised By: Managing Director

Page 1 of 3 582 Words 100%

Senior Management Define the Scope of the Food Safety Management System:

The scope of the Food Safety Quality Management System includes all product categories, processes and activities conducted on site. These requirements are aligned with the policies and objectives of the site and include those of the following standards:

Quality - ISO 9001

Food Safety – BRC Global Standard for Food Safety 2015

The scope of the Food Safety Management System includes all customer, statutory and regulatory documents applicable to the business:

- Food Regulations
- National/International Standards
- Customer Codes of Practice

The company has a system in place through the Industry Federation to ensure that it is kept informed of all relevant legislation, food safety issues, legislative scientific and technical developments and Industry Codes of Practice applicable in the country of production and, where known, the country where the product will be sold. This information is used for reference and Hazard Analysis.

Where products or services are outsourced the organisation assumes full control of this process.

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Senior Management Establish the Project Plan

Senior Management can adapt/use the template supplied with the system to establish a Project Plan.

The screenshot shows an Excel spreadsheet with the following structure:

- Columns:** Months of the year (Jan, Feb, Mar, Apr, May, Jun, Jul, Aug, Sep, Oct, Nov, Dec).
- Legend:** Plan/Document (Blue), Implement (Grey), Monitor (Green).
- Section 1: Senior Management Commitment (Rows 7-25)**
 - Row 7: Fundamental requirement - demonstrate they are fully committed to the implementation of the requirements of the Global Standard for Food Safety and to processes which facilitate continual improvement of food safety and quality management.
 - Row 8: Senior Management Commitment And Continual Improvement
 - Row 9: Documented Food Safety Policy
 - Row 10: Food Safety & Quality Culture
 - Row 11: Documented Food Safety Objectives
 - Row 12: Management Review
 - Row 13: Meeting Program
 - Row 14: Confidential Reporting System
 - Row 15: Human And Financial Resources
 - Row 16: Informed Of All Relevant Legislative, Scientific
 - Row 17: Current, Original Copy Of The Standard
 - Row 18: Announced recertification audits
 - Row 19: Attendance most senior production or operations manager
 - Row 20: Non-Conformities Identified At Previous Audit addressed
 - Row 21: Organizational Structure, Responsibilities And Management Authority
 - Row 22: Organization Chart
 - Row 23: Employees Are Aware Of Responsibilities
- Section 2: The HACCP Food Safety Team - HACCP (Rows 26-54)**
 - Row 26: Fundamental requirement - There must be an implemented and effective Food Safety Plan based on Codex
 - Row 27: The HACCP Food Safety Team
 - Row 28: Multi-disciplinary food safety team
 - Row 29: Pre-requisite programs
 - Row 30: Cleaning and sanitation
 - Row 31: Pest control
 - Row 32: Maintenance program for equipment and buildings
 - Row 33: Personal hygiene requirements
 - Row 34: Staff training
 - Row 35: Purchasing
 - Row 36: Transportation arrangements
 - Row 37: Processes to prevent cross contamination
 - Row 38: Allergen controls
 - Row 39: Describe the Product
 - Row 40: Scope of the HACCP plan
 - Row 41: All relevant information needed to conduct the hazard analysis
 - Row 42: Identify intended Use
 - Row 43: The intended use of the product by the customer
 - Row 44: Construct a Process Flow Diagram
 - Row 45: A flow diagram to cover each product, product category or process
 - Row 46: Map of processes and equipment layout
 - Row 47: Raw materials
 - Row 48: Sequence and interaction of all process steps
 - Row 49: Outsourced processes
 - Row 50: Subcontracted work
 - Row 51: Process parameters
 - Row 52: Potential for process drift
 - Row 53: Waste and recycling
 - Row 54: Area segregation
 - Row 55: Products
 - Row 56: Intermediate/semi-processed products
 - Row 57: By-products
 - Row 58: Waste
 - Row 59: Verify Flow Diagram
 - Row 60: The HACCP team have verified the accuracy of the flow diagrams
 - Row 61: List all potential hazards
 - Row 62: Identify and record all the potential hazards
 - Row 63: Conduct a hazard analysis
 - Row 64: Prioritize the control measures

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Senior Management Establish a Product Recall/Crisis Management Team

Crisis Management/Product Recall Team			
Crisis	Name	Crisis Coordinator	Contact Details
Fire or Site evacuation		Health and Safety Manager	
Utility Supply failure		Maintenance Manager	
IT systems failure		Operations Manager	
Water Supply Contamination		Technical Manager	
Breaches of security		Site Director	
Distribution Failure		Distribution Manager	
Bomb Threat or similar		Site Director	
Bioterrorism		Managing Director	
Extortion or Sabotage		Site Director	
Product quality or safety		Technical Manager	

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Senior Management Establish Food Safety Responsibility & Authority Levels

Process	Responsible Persons	Activity
Purchases	Purchasing Manager	Purchase ingredients from approved and certified sources Ensure purchase orders comply with applicable specifications
	Technical Manager	Ensure adequate information on supply application form Ensure suppliers adhere to supply handling practices Perform suppliers audit or review supply status where necessary
Receiving and warehousing	QA/QC & Store Executives	Compare PO and DO or check contracts as per Suppliers Specifications criteria (if applicable) Check receiving temperature, pest infestations, quality, packing conditions and truck hygiene. Observe unloading practices Handle incoming goods as per documented procedures Ensure Good Storage Practices and FIFO rotation principles
Preparation of Ingredients	QA/QC, Production Manager & Production Executive	Follow safe food preparation and handling practices Check environmental hygiene and safety Check equipment process performance and maintenance Check water quality and safety Check raw materials identification and traceability
Production	QC/QC, Production Manager, Supervisor & Operators	Maintain product recipes and characteristics Do not modify recipes prior to approval from top management Follow safe food handling practices Ensure Good Manufacturing Practices are adhered to Follow cleaning and sanitation standards and procedures Follow the handling standards of raw and processed foods
Holding and Filling of Processed Food	Production Supervisor & Operators	Follow safe food holding procedures Hold foods outside the range of danger zone Follow safe food filling procedures into primary packaging
Capping, coding and packing	Production Supervisor & Operators	Follow safe capping procedures Ensure food in primary packaging are hygienically located Ensure coding for traceability is performed to procedures Follow secondary packaging procedures to protect products

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Senior Management Establish Food Safety Responsibility & Authority Levels

Process	Responsible Persons	Activity

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is included in updating the food safety quality management system where appropriate:

- Results of Inspections by Regulatory Authorities and any changes in regulatory requirements
- New information regarding Food Safety Hazards and Control Measures
- Food Safety Issues and Health Hazards associated with the product
- Anything else considered likely to have an impact on food safety

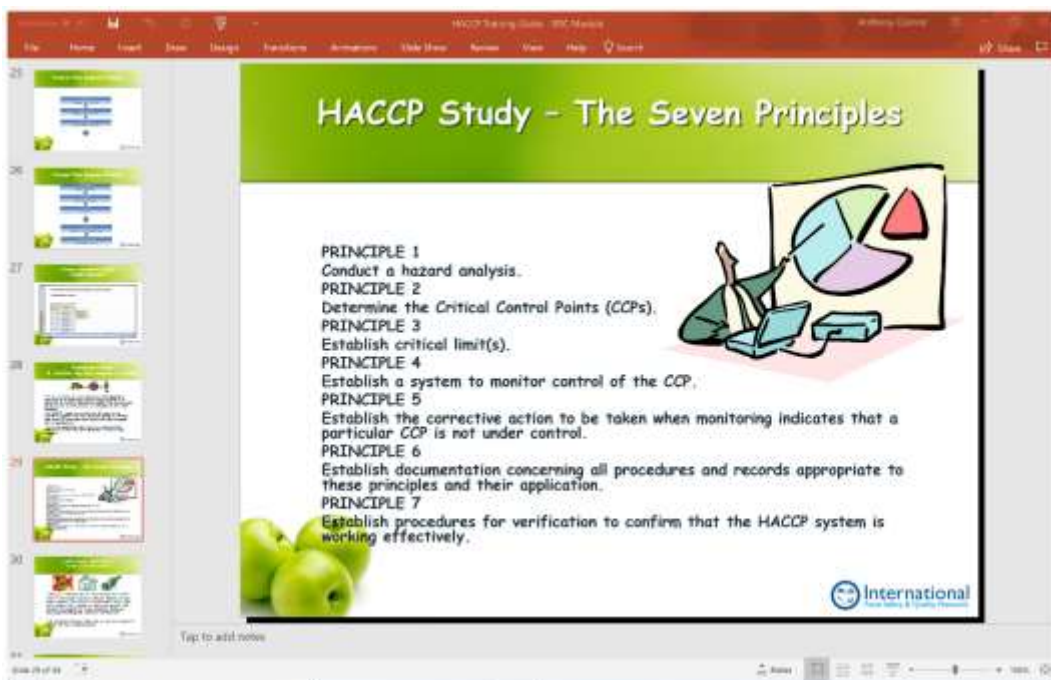
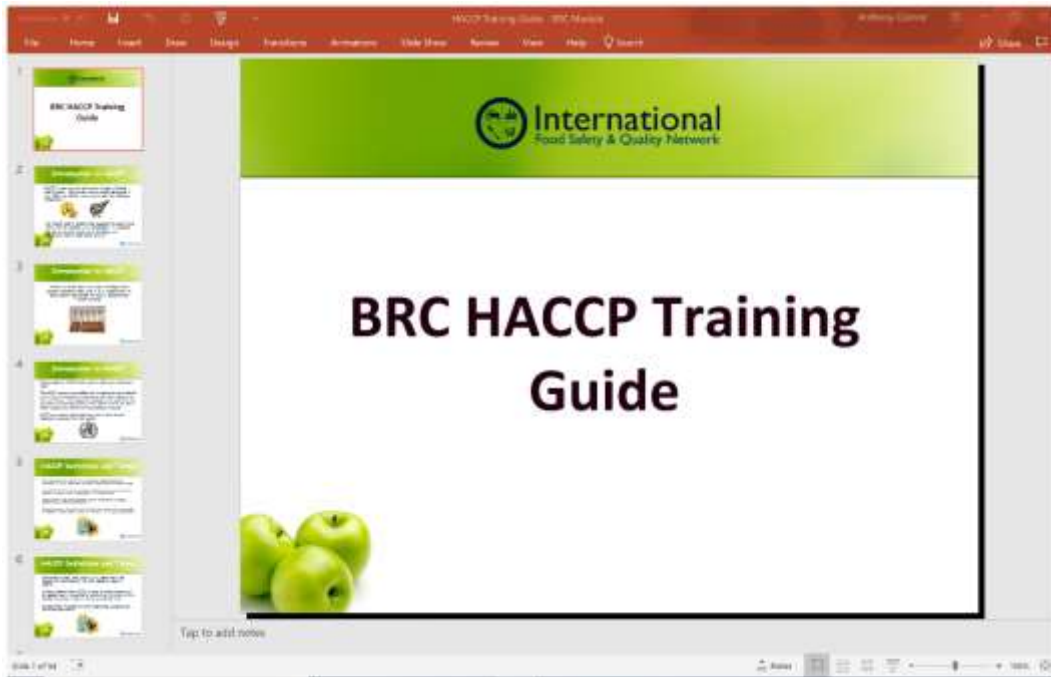
By communicating effectively with all employees all employees will be able to contribute to the effectiveness of the Food Safety Quality Management System.

Senior management assess plan and establish appropriate internal and external communication (including the food chain) channels		
Communication required	Details	Responsibility

Step Four: Food Safety Plan/HACCP Implementation

HACCP Training

HACCP training is supplied to train your food safety team in the preliminary steps to a Hazard analysis, the principles of HACCP and Instructions in implementing your HACCP system.



HACCP System

The HACCP System is implemented by following the FSMS procedures:

FSMS Section 2

QM 2 HACCP System

QM 2.1 HACCP Team and Scope

QM 2.2 HACCP Prerequisites

QM 2.3 HACCP Product Description and Relevant Information

QM 2.4 HACCP Intended Use

QM 2.5 HACCP Flow Diagrams

QM 2.6 HACCP Flow Diagram Verification

QM 2.7.1 Hazard Identification

QM 2.7.2 Hazard Assessment

QM 2.7.3 Identification of Control Measures

QM 2.8 Identification of Critical Control Points (CCPs)

QM 2.9 Establishing Critical Limits for each CCP

QM 2.10 Establishing a Monitoring System for each CCP

QM 2.11 Establishing a Corrective Action Plan

QM 2.12 Establishing Verification Procedures

QM 2.13 Establishing HACCP Documents and Records

QM 2.14 Review of the HACCP Plan

Supplementary HACCP Manual

BRC Hazard Assessment & Critical Control Point Calculator

HACCP Calculator Instructions

The screenshot shows a Microsoft Excel spreadsheet titled "BRC HAZARD ANALYSIS AND CRITICAL CONTROL POINT CALCULATOR". The spreadsheet is used for hazard analysis and critical control point (HACCP) calculations. It features a grid with columns for Risk Number, Risk Name, Hazard Identifier, Health and/or Food Safety Evidence, Existing Prerequisite Programmes which assist in controlling the Risk, and Control Measures. The grid is populated with various food safety hazards and their corresponding control measures, with a color-coded risk assessment grid on the right side.

HACCP Implementation Guide Section 2.1 Food Safety Team

A core multidisciplinary team should be utilised within the company to develop the Food Safety Management System. This core team should be supplemented by other staff when specific areas or products are being analysed. The team need to have knowledge and experience of HACCP, Products, the Process, the Equipment, and Hazards and in developing and implementing a food safety management system. The HACCP team leader needs to be able to demonstrate competence in the understanding of HACCP principles and their application. Key personnel identified as HACCP team members should be HACCP trained and have appropriate experience, all of which should be documented on the HACCP teams training records. Expert external assistance may be used as an aid.

A typical HACCP Team may include:

Team Member

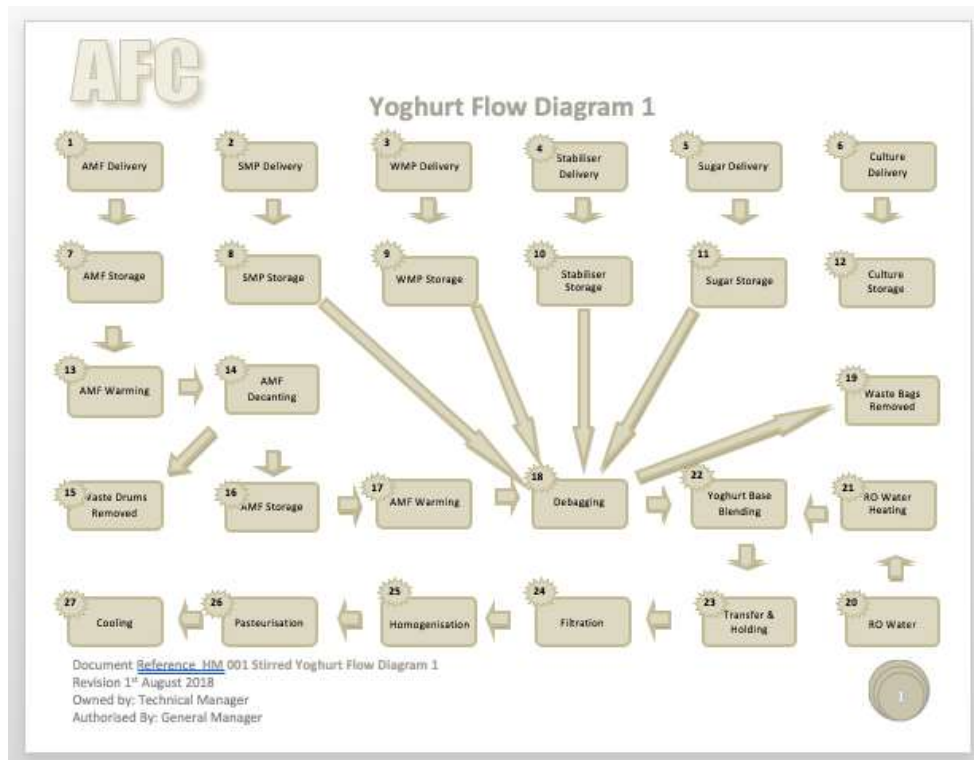
Technical Manager
 Laboratory Manager
 Processing Manager
 Engineering Manager
 Production Manager

HACCP Training

Advanced
 Intermediate
 Intermediate
 Intermediate
 Intermediate

Food Safety Team			
Food Safety Team	Name	Position	Qualification

Flow Diagram Example



The steps in the process should be entered into the Process Flow sheet:

Process Worksheet

Step Number	Step Name
1	Delivery of Ingredient A
2	Delivery of Ingredient B
3	Delivery of Ingredient C
4	Delivery of Ingredient D
5	Packaging Removed
6	Filtration

HACCP Implementation Guide Section 2.7

The food safety team perform a food safety hazard analysis

The food safety team identify and document food safety hazards

List All Potential Hazards associated with each step:

The HACCP (food safety) team consider hazards present in raw materials, those introduced during the process or surviving the process steps, and following types of hazard:

- Allergen risks (e.g. peanuts, egg, gluten, milk etc.)
- Biological including Microbiological (e.g. Biological – parasites, Microbiological – E.coli O157 etc.)
- Physical contamination (e.g. glass, metal, wood, plastic, packaging offcuts, fruit stones etc.)
- Chemical contamination (e.g. cleaning chemicals, lubricants, pesticides, migration chemicals etc.)
- Radiological contamination (e.g. Iodine-131, Cesium-134, Cesium-137 etc.)
- Fraud (substitution or intentional adulteration) (e.g. Melamine, meat species etc.)
- Malicious contamination of products

Identify and record all the potential hazards

Conduct a hazard analysis

Consider the control measures

The Food Safety Team should now conduct a hazard analysis for food safety hazards that are reasonably likely to occur for each product and process category.

The Food Safety Team should identify hazards taking into account the steps preceding and following the specified operation, process equipment, process service and surroundings and preceding and following links in the food chain.

The food safety team specify acceptable levels for each hazard

For each Food Safety Hazard Identified, the acceptable level of the hazard in the end product is determined, justified and recorded taking into account regulatory requirements, customer food safety requirements, historic information, scientific literature, professional experience and intended use by the customer.

This hazard list is referred to as a preliminary hazard list and covers all hazards that could potentially occur in the product.

The hazards identified should be entered into the list of Hazards on the sheet in the HACCP manual:

Step Number	Step Name	Hazards Identified
1	Delivery of Ingredient A	Bone
1	Delivery of Ingredient A	Campylobacter spp.
1	Delivery of Ingredient A	Contamination with Bacteria from pests
1	Delivery of Ingredient A	Pesticides
1	Delivery of Ingredient A	Salmonella spp. (<i>S. typhimurium</i> , <i>S. enteritidis</i>)
1	Delivery of Ingredient A	Bacteria (spore-forming) General
1	Delivery of Ingredient A	Pest control chemicals

The food safety team assess the food safety hazards

Each potential food safety hazard should now be risk assessed by the Food Safety Team to determine whether its elimination or reduction to acceptable levels is required to produce a safe product and also any controls required to achieve the acceptable levels.

For each step grades of impact (severity of adverse health effects) and probability (likelihood of a food safety hazard occurring) need to be allotted and the combined matrix used to judge the severity and priority for elimination or minimisation of the hazard.

The Food Safety Team should identify the hazards that need to be prevented, eliminated or reduced to acceptable levels.

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The Food Safety Team need to consider the probability of the hazard occurring, the severity of the hazard on the consumer, the vulnerability of the targeted consumer, the survival and multiplication of any biological hazards and any likely toxin production, the presence of chemicals or foreign bodies, contamination at any stage in the process and possible deliberate contamination or adulteration.

Taking these factors into account a rating is given for probability and severity and entered:

Step Number	Step Name	Hazards Identified	Probability	Severity	Significance
1	Delivery of Ingredient A	Bone	1	3	3
1	Delivery of Ingredient A	Campylobacter spp.	2	3	6
1	Delivery of Ingredient A	Contamination with Bacteria from pests	3	3	9
1	Delivery of Ingredient A	Pesticides	3	1	3
1	Delivery of Ingredient A	Salmonella spp. (<i>S. typhimurium</i> , <i>S. enteritidis</i>)	3	3	9
1	Delivery of Ingredient A	Bacteria (spore-forming) General	2	2	4
1	Delivery of Ingredient A	Pest control chemicals	1	1	1

Firstly the Food Safety Team assesses the likelihood of the hazard occurring and enter:

- 1 for Highly Unlikely
- 2 for Possible
- 3 for Likely

Then the Food Safety Team assesses the severity of the hazard and enters:

- 1 for Not Severe
- 2 for Could possibly cause illness
- 3 for Severe (Could be fatal)

The Food Safety team should factor in the vulnerability of the targeted consumer, the survival and multiplication of any biological hazards and any likely toxin production, the presence of chemicals or foreign bodies,

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HACCP Implementation Guide Section 2.13 HACCP Documentation & Record Keeping

The food safety team document the HACCP plan - The Food Safety Team should complete the relevant columns in the HACCP Plan Sheet:

Step Name	Hazard Identified	Control Measure	Critical Limits	Monitoring Procedures	Corrective Action	Responsibility	HACCP Record
Delivery of Ingredient A	Bone	Example covered and screened delivery area	No Contamination Always load under cover	Supervision by Warehouse Manager	Retrain Staff. Inspect delivery for contamination. Reject if contaminated	Good In Manager	Goods Receipt Record
Transfer of Ingredient A	Campylobacter spp.	Example covered and screened delivery area	Decide your critical limits and enter here	Decide your monitoring procedures and enter here	enter the corrective action to take if outside of critical limits	Person Responsible	Details of where CCP is recorded
Sorting	Contamination with Bacteria from pests	Example covered and screened delivery area	Decide your critical limits and enter here	Decide your monitoring procedures and enter here	enter the corrective action to take if outside of critical limits	Person Responsible	Details of where CCP is recorded

Procedures and Records should be put in place for all CCP's

The management team ensure all staff is competent and adequately trained in the requirements of the prerequisite programmes and the HACCP Plan:

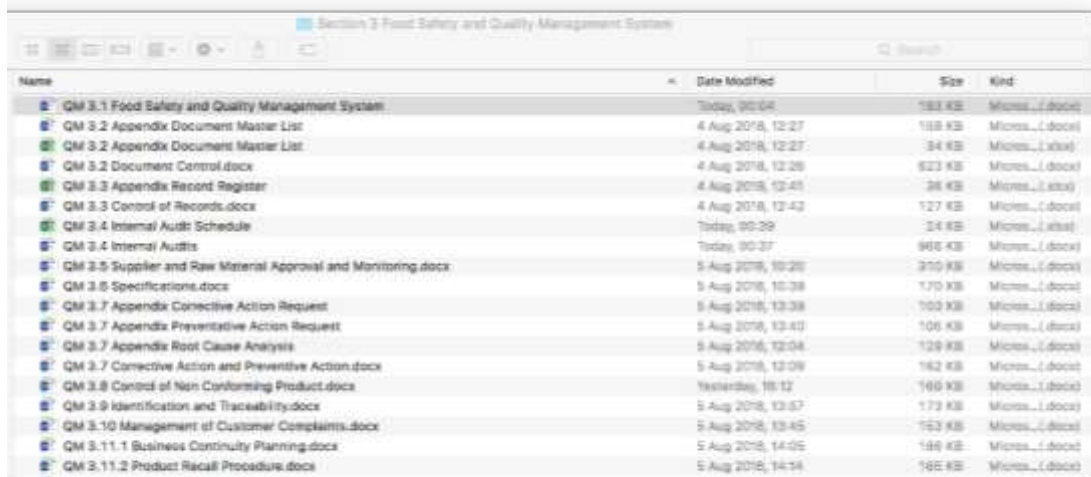
Now that the Prerequisite Programmes and HACCP Plans have been documented the Steering Group should develop a training plan to ensure that all staff is trained in the appropriate procedures, limits, corrective actions, and record completion.

Step Five: Food Safety Quality Management System

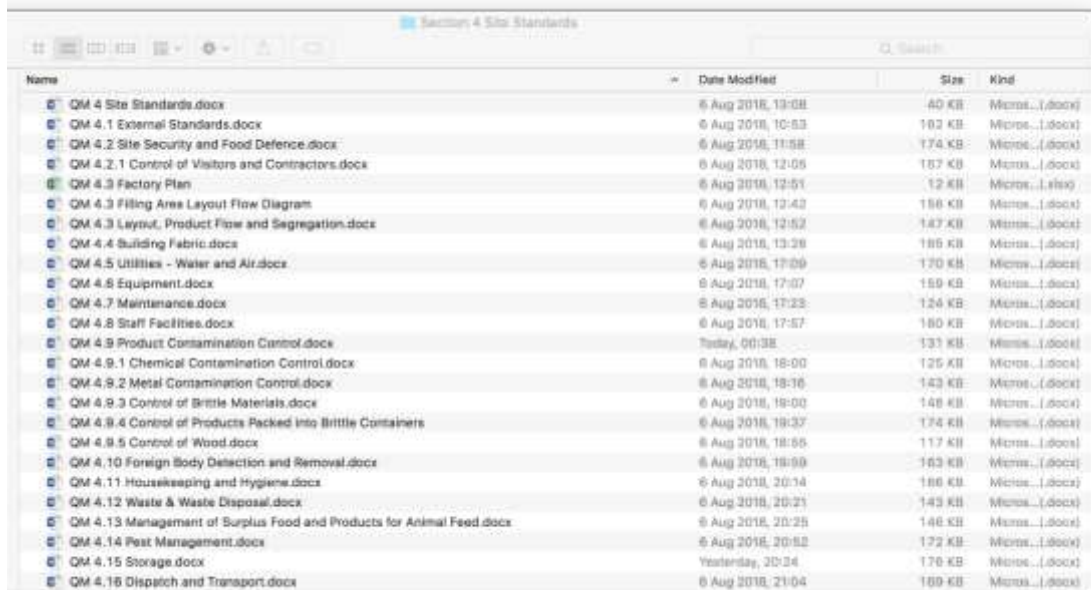
Our Food Safety Management System contains a comprehensive BRC compliant documentation package.

At this stage you can choose to totally implement the procedures supplied or pick those that are applicable to your process.

The Food Safety Quality Manual contains comprehensive top level procedures templates that form the foundations of your Food Safety Management System so you don't have to spend 1,000's of hours writing compliant procedures:



Name	Date Modified	Size	Kind
QM 3.1 Food Safety and Quality Management System	Today, 00:04	183 KB	Microsoft Word Document
QM 3.2 Appendix Document Master List	4 Aug 2018, 12:27	188 KB	Microsoft Word Document
QM 3.2 Appendix Document Master List	4 Aug 2018, 12:27	34 KB	Microsoft Word Document
QM 3.2 Document Control.docx	4 Aug 2018, 12:28	523 KB	Microsoft Word Document
QM 3.3 Appendix Record Register	4 Aug 2018, 12:41	28 KB	Microsoft Word Document
QM 3.3 Control of Records.docx	4 Aug 2018, 12:42	127 KB	Microsoft Word Document
QM 3.4 Internal Audit Schedule	Today, 00:39	24 KB	Microsoft Word Document
QM 3.4 Internal Audits	Today, 00:37	905 KB	Microsoft Word Document
QM 3.5 Supplier and Raw Material Approval and Monitoring.docx	5 Aug 2018, 09:20	310 KB	Microsoft Word Document
QM 3.6 Specifications.docx	5 Aug 2018, 10:38	170 KB	Microsoft Word Document
QM 3.7 Appendix Corrective Action Request	5 Aug 2018, 13:38	100 KB	Microsoft Word Document
QM 3.7 Appendix Preventative Action Request	5 Aug 2018, 13:40	106 KB	Microsoft Word Document
QM 3.7 Appendix Root Cause Analysis	5 Aug 2018, 13:04	129 KB	Microsoft Word Document
QM 3.7 Corrective Action and Preventive Action.docx	5 Aug 2018, 12:09	162 KB	Microsoft Word Document
QM 3.8 Control of Non Conforming Product.docx	Yesterday, 18:12	169 KB	Microsoft Word Document
QM 3.9 Identification and Traceability.docx	5 Aug 2018, 13:57	173 KB	Microsoft Word Document
QM 3.10 Management of Customer Complaints.docx	5 Aug 2018, 13:45	153 KB	Microsoft Word Document
QM 3.11.1 Business Continuity Planning.docx	5 Aug 2018, 14:05	188 KB	Microsoft Word Document
QM 3.11.2 Product Recall Procedure.docx	5 Aug 2018, 14:14	185 KB	Microsoft Word Document



Name	Date Modified	Size	Kind
QM 4 Site Standards.docx	6 Aug 2018, 13:08	40 KB	Microsoft Word Document
QM 4.1 External Standards.docx	6 Aug 2018, 10:53	162 KB	Microsoft Word Document
QM 4.2 Site Security and Food Defence.docx	6 Aug 2018, 11:58	174 KB	Microsoft Word Document
QM 4.2.1 Control of Visitors and Contractors.docx	6 Aug 2018, 12:05	167 KB	Microsoft Word Document
QM 4.3 Factory Plan	6 Aug 2018, 12:01	12 KB	Microsoft Word Document
QM 4.3 Filling Area Layout Flow Diagram	6 Aug 2018, 12:42	156 KB	Microsoft Word Document
QM 4.3 Layout, Product Flow and Segregation.docx	6 Aug 2018, 12:52	187 KB	Microsoft Word Document
QM 4.4 Building Fabric.docx	6 Aug 2018, 13:28	189 KB	Microsoft Word Document
QM 4.5 Utilities - Water and Air.docx	6 Aug 2018, 17:09	170 KB	Microsoft Word Document
QM 4.6 Equipment.docx	6 Aug 2018, 17:07	159 KB	Microsoft Word Document
QM 4.7 Maintenance.docx	6 Aug 2018, 17:23	124 KB	Microsoft Word Document
QM 4.8 Staff Facilities.docx	6 Aug 2018, 17:57	160 KB	Microsoft Word Document
QM 4.9 Product Contamination Control.docx	Today, 00:38	131 KB	Microsoft Word Document
QM 4.9.1 Chemical Contamination Control.docx	6 Aug 2018, 18:00	125 KB	Microsoft Word Document
QM 4.9.2 Metal Contamination Control.docx	6 Aug 2018, 18:16	143 KB	Microsoft Word Document
QM 4.9.3 Control of Brittle Materials.docx	6 Aug 2018, 18:00	148 KB	Microsoft Word Document
QM 4.9.4 Control of Products Packed into Brittle Containers	6 Aug 2018, 18:37	174 KB	Microsoft Word Document
QM 4.9.5 Control of Wood.docx	6 Aug 2018, 18:55	117 KB	Microsoft Word Document
QM 4.10 Foreign Body Detection and Removal.docx	6 Aug 2018, 18:59	163 KB	Microsoft Word Document
QM 4.11 Housekeeping and Hygiene.docx	6 Aug 2018, 20:14	186 KB	Microsoft Word Document
QM 4.12 Waste & Waste Disposal.docx	6 Aug 2018, 20:21	143 KB	Microsoft Word Document
QM 4.13 Management of Surplus Food and Products for Animal Feed.docx	6 Aug 2018, 20:25	146 KB	Microsoft Word Document
QM 4.14 Pest Management.docx	6 Aug 2018, 20:52	172 KB	Microsoft Word Document
QM 4.15 Storage.docx	Yesterday, 20:24	176 KB	Microsoft Word Document
QM 4.16 Dispatch and Transport.docx	6 Aug 2018, 21:04	169 KB	Microsoft Word Document

Step Six: Training and Implementation

A significant part of the implementation process is training. Job Descriptions should be available for all staff and they should be briefed and aware of their food safety responsibilities.

A training matrix and plans should be drawn up for all staff and the relevant training given based on responsibility and authority.

Department Training Matrix 8th January 2018					Training Topics																		
					CCP Procedural Training				OPRP		Prerequisite												
Employee code	Name	Surname	Department	Position	CCP 1	CCP 2	CCP 3	CCP 4	OPRP 1	OPRP 2	PRP 1	PRP 2	PRP 3	PRP 4	PRP 5	PRP 6	PRP 7	PRP 8	PRP 9	PRP 10	PRP 11	PRP 1	
0001	A.	Smith	Production	Production Supervisor	01	01	01	01	01	01	01	01	01	01	01	01	01	01	01	01	01	01	01
0002	B.	Smith	Production	Filler Operator	01	01	01	01	01	01	01	01	01	01	01	01	01	01	01	01	01	01	01
0003	C.	Smith	Processing	Process Operator	01	01	01	01	01	01	01	01	01	01	01	01	01	01	01	01	01	01	01
0004	D.	Smith	Production	Packer Operator	01	01	01	01	01	01	01	01	01	01	01	01	01	01	01	01	01	01	01
0005	E.	Smith	Warehouse	Loading Operator	01	01	01	01	01	01	01	01	01	01	01	01	01	01	01	01	01	01	01
0006	F.	Smith	Goods In	Checking Operator	01	01	01	01	01	01	01	01	01	01	01	01	01	01	01	01	01	01	01
0007	G.	Smith	General	Cleaning Operator	01	01	01	01	01	01	01	01	01	01	01	01	01	01	01	01	01	01	01
0008	H.	Smith	Dispatch	Dispatch Supervisor	01	01	01	01	01	01	01	01	01	01	01	01	01	01	01	01	01	01	01
0009	I.	Smith	Quality	Laboratory Technician	01	01	01	01	01	01	01	01	01	01	01	01	01	01	01	01	01	01	01

We have provided a Staff Training Matrix Template in Microsoft Excel Format.

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For each employee and individual training record should be completed. QMR 002 Training Record is provided in the documentation pack as a template:



The image shows a 'Training Record' form for AFC. The form includes fields for Name, Employee Number, Company Start Date, and Position. It also has a section for 'Prior External Qualification(s), Skills & Experience'. Below this is a table with columns for 'Period Training Required', 'Details of Internal Training or External Training Course', 'Dates of Training', 'Signed (Trainee)', and 'Assessed as Competent Signed (Trainer)'. The table lists training topics such as Induction, Food Safety & Quality Policy Briefing, Food Safety & Quality Objectives, Health and Safety Procedure, Records monitoring and control, Environment and Waste Management, Packing Procedure, Operating Procedure, and Coding Procedure. At the bottom, there is a document reference: 'Document Reference Training Record QMR 002', 'Revision 1 8th January 2015', 'Owned by: Technical Manager', and 'Authorised By: General Manager'. A small circular logo is visible in the bottom right corner of the form.

Basic Training should be given to all staff and also include:

- ✓ Job/Task Performance
- ✓ Company Safety and Quality Policies and Procedures
- ✓ Good Manufacturing Practices
- ✓ Allergen Controls
- ✓ Cleaning Procedures
- ✓ HACCP
- ✓ Bio security and Food Defence
- ✓ Product Quality
- ✓ Chemical Control
- ✓ Hazard Communication
- ✓ Blood borne Pathogen
- ✓ Emergency Preparedness
- ✓ Employee Safety
- ✓ Safety Regulatory Requirements/Quality Regulatory Requirements

The Food Safety Team should receive extra training:

- ✓ Internal Audit Training (Conducted in Step Seven)
- ✓ HACCP Training

Remember all food handlers should receive Basic Food Hygiene Training

BRC Food Safety Management System Implementation Workbook

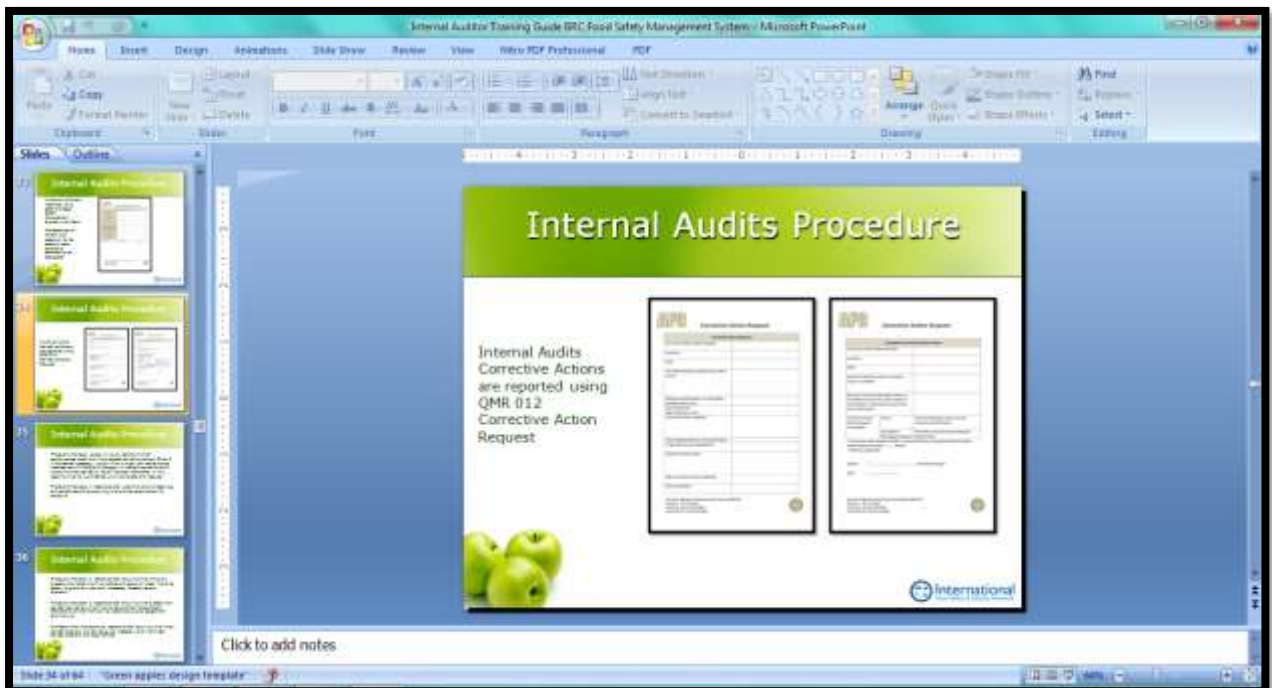
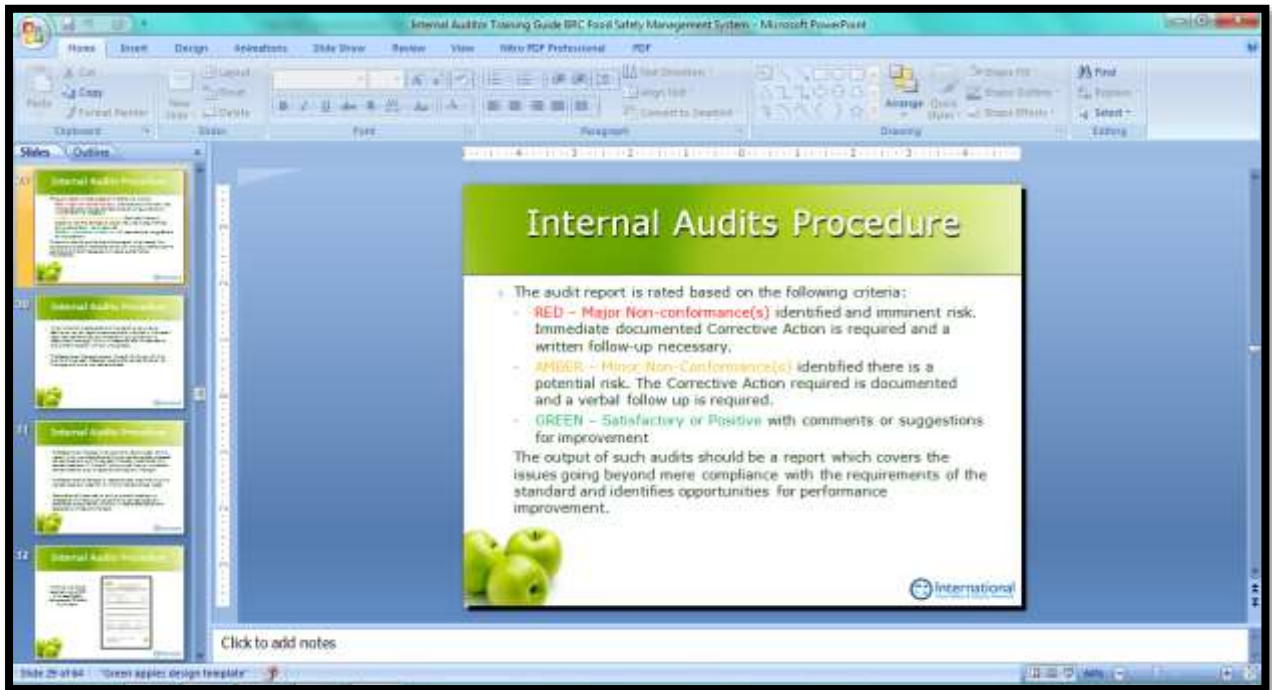
Project Plan

The Steering Group use the Excel Project Plan developed by Senior Management as a step by step guide to implementing the Food Safety Management System.

		<div style="display: flex; justify-content: space-between; align-items: center;"> <div style="text-align: right; margin-right: 10px;"> ■ Plan/Document ■ Implement ■ Maintain </div> </div>													
		Weeks	D	A	T	E	S								
			01-Jan	08-Jan	15-Jan	22-Jan	29-Jan	05-Feb	12-Feb	19-Feb	26-Feb	05-Mar	12-Mar	19-Mar	
Section 1 Senior Management Commitment															
<i>Fundamental requirement - Senior management need to demonstrate they are fully committed to the implementation of the food safety and quality management system, meeting the requirements of the Global Standard for Food Safety and</i>															
1.1	Senior Management Commitment And Continual Improvement														
1.1.1	Documented Food Safety Policy														
1.1.2	Documented Food Safety Objectives	1													
1.1.3	Management Review	1													
1.1.4	Meeting Program														
1.1.5	Human And Financial Resources														
1.1.6	Informed Of All Relevant Legislative, Scientific														
1.1.7	Current, Original Copy Of The Standard														
1.1.8	Announced recertification audits														
1.1.9	Attendance most senior production or operations manager														
1.1.10	Non- Conformities Identified At Previous Audit addressed														
1.2	Organisational Structure, Responsibilities And Management Authority														
1.2.1	Organisation Chart														
1.2.2	Employees Are Aware Of Responsibilities														
Section 2 The Food Safety Plan – HACCP															
<i>Fundamental requirement - There must be an implemented and effective Food Safety Plan based on</i>															
2.1	The HACCP Food Safety Team														
2.1.1	Multi-disciplinary food safety team														
2.2	Pre- requisite programs														
	Cleaning and sanitising														
	Pest control														
	Maintenance programs for equipment and buildings														
	Personal hygiene requirements														
2.2.1	Staff training														
	Purchasing														
	Transportation arrangements														
	Processes to prevent cross contamination														
	Allergen controls														
2.3	Describe the Product														

Step Seven: Internal Auditing Training & Checklists

Internal Auditor Training - An interactive and illustrated Internal Audit training presentation to train your Internal Audit procedure.



The senior management team carry out food safety management reviews

Senior management should review the company management systems, at a minimum, annually to ensure their continuing suitability, adequacy and effectiveness.

The review should include assessing the opportunity for improvements and the need for amendments to the systems. The proceedings of all reviews are to be documented.


The review meeting is normally chaired by the most Senior Manager and includes Senior Management from Technical, Operations, Engineering, Planning, Distribution and quality departments.

Review inputs include:

- Review of the Food Safety and Quality Policy
- Review of the Food Safety and Quality Objectives*
- Review of Management Changes
- Minutes and Follow-up actions and timescales from previous review meetings
- Outstanding Non-conformances as a result of internal and external audits
- Results of external second and third-party audits
- Trend analysis of Customer and Supplier complaints
- Analysis of the results of verification activities including internal audits, GMP and HACCP plan verification audits
- Food Safety and Quality Key Performance Indicators Review and trend analysis
- Emergencies and Accidents
- Process performance and product conformity
- Corrective and preventive action status
- Food Safety incidents including allergen control and labelling non-conformances, recalls, withdrawals, safety or legal issues
- Review of HACCP systems
- Review of changes which could affect food safety and the HACCP Plan (including legislation changes and food safety related scientific information)
- Review of food defence measures
- Review of ingredient and product authenticity
- Communication activities and effectiveness of communication
- Review of Resources and effectiveness of Training

The senior management team implement actions to continually improve the FSMS


Senior Management should implement actions to improve the Food Safety Management System. This will normally be as outputs from the Management Review:



Senior Management Review Record

Review Outputs		
	CA or PA Required	By Who Timescale
Review of the Food Safety and Quality Policy	-	-
Review of the Food Safety and Quality Objectives*	-	-
Review of Management Changes	-	-
Minutes and Follow-up actions and timescales from previous review meetings	-	-
Outstanding Non-conformances as a result of internal and external audits	-	-
Results of external second and third party audits	-	-
Trend analysis of Customer and Supplier complaints	-	-
Analysis of the results of verification activities including internal audits, GMP and HACCP plan verification audits	-	-
Food Safety and Quality Key Performance Indicators Review and trend analysis	-	-
Emergencies and Accidents	-	-
Process performance and product conformity	-	-
Corrective and preventive action status	-	-
Food Safety incidents including allergen control and labelling non-conformances, recalls, withdrawals, safety or legal issues	-	-
Review of HACCP systems	-	-

Document Reference Senior Management Review Record QM 1.1.4 Appendix
 Revision 1 1st August 2018
 Owned by: General Manager
 Authorised By: Managing Director



Self-Assessment

A final assessment should be made by the most senior technical member of the management team to decide if the Site Food Safety Management System in its current form meets the Requirements in Sections 1 to 9 of the BRC Standard. The nominated manager should read through the requirements in Section 1 to 9 of the BRC Global Standard for Food Safety and assess for compliance using the checklist below to record their findings.

BRC Global Standard for Food Safety F804a: Issue 8 Auditor Checklist and Site Self-Assessment Tool can be used for this task and can be downloaded here: <https://brcglobalstandards.com/media/1055370/f804a-issue-8-checklist-english.docx>

Findings can be summarised below.

BRC Global Standard for Food Safety Issue 8 Gap Analysis			
Relevant Documentation Requirements	Compliant		Comments
Section 1 Senior Management Commitment	Yes	No	
1.1 Senior management commitment and continual improvement			
1.2 Organisational structure, responsibilities and management authority			
Relevant Documentation Requirements	Compliant		Comments
Section 2 The Food Safety Plan – HACCP	Yes	No	

BRC Food Safety Management System Implementation Workbook

Ensure any areas requiring corrective action are addressed

The non-compliances identified in the assessment of compliance with the BRC Standard should be logged by the Food Safety Team Leader and the appropriate corrective action allocated and taken:

Date	BRC Section	Details of Non Conformance	Identified by:	Corrective Action Required	Responsibility	Target completion Date	Date Completed