BRC CULTURE EXCELLENCE
FOOD SAFETY CULTURE MODULE
ASSESSMENT REPORT

COMPANY NAME: Food Co Ltd.

SITE NAME: Bristol

SITE ADDRESS: Unit 1, Bristol Business Park, Bristol

BRC SITE CODE: 1234567

PRODUCT CATEGORY: Raw poultry

REPORT DATE: 18-Aug-2017

MODULE: Food Safety Culture

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BRC GLOBAL STANDARDS

TOTAL	PREVIOUS	CHANGE	GRADE	PREVIOUS	CHANGE
70	**-**	**NA**	**B**	**-**	**NA**

CATEGORY	DIMENSION	SCORE	TOTAL	PREVIOUS	CHANGE
PEOPLE	EMPOWERMENT	70	**70**	**-**	**NA**
	REWARD	70			
	TEAMWORK	70			
	TRAINING	70			
	COMMUNICATION	70			
PROCESS	CONTROL	70	**70**	**-**	**NA**
	COORDINATION	70			
	CONSISTENCY	70			
	SYSTEMS	70			
	PREMISES	70			
PURPOSE	VISION	70	**70**	**-**	**NA**
	VALUES	70			
	STRATEGY	70			
	TARGETS	70			
	METRICS	70			
PROACTIVITY	AWARENESS	70	**70**	**-**	**NA**
	FORESIGHT	70			
	INNOVATION	70			
	LEARNING	70			
	INVESTMENT	70			

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Below are provided benchmarking comparisons with the average score for the industry, as well as the average score for your specific product category. Note: the averages below represent the average of all Culture Excellence site scores from the preceding 12 months from the date this report was created.

TOTAL	INDUSTRY	COMPARISON	PRODUCT CATEGORY	COMPARISON
70	**71**	**-1**	**67**	**+3**

Elements represent the greatest level of detail in the assessment. Below are the lowest Elements from the lowest Category on page 1, and the highest Elements from the highest Category.

CATEGORY	ELEMENT	SCORE
LOWEST: PROCESS	Having an appropriate amount of food safety paperwork	60
	Perception that managers ensure procedures are followed correctly	60
HIGHEST: PROACTIVITY	Personal perception that customer satisfaction is a top priority	82
	Personal perception that food safety is a top priority	86

During the assessment, employees are asked to choose criteria that they perceive represent the barriers and positives of food safety culture. Below are shown the top two barriers and top two positives.

BARRIERS	RESPONSES
Multi-cultural workoforce (language barriers)	132
Multi-cultural workoforce (different cultures)	112

POSITIVES	RESPONSES
Time	177
Premises and facilities	153

Note: To access benchmarking for 20 Dimensions, scoring for 60 Elements and more details on perceived barriers and positives, please refer to page 11.

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ASSESSMENT REPORT
SCORE AND GRADE DESCRIPTION

Food safety culture relates to the prevailing food safety attitudes, values and behaviours within a food business. To have a reliable assessment of food safety culture, honest and open (i.e. anonymous) information is required from a broad cross-section and large number of employees, followed by objective assessment and analysis against a standard.

In this case the standard is the Food Safety Culture Excellence Model, a peer-reviewed, published model that maps food safety culture against 4 Categories and 20 Dimensions.

As such the total scores generated within this report (explanations of which are below) can be used to identify an overall indicator of your site's food safety culture, as well as providing an insight into cultural balance and specific areas of strength and weakness.

Details of the scoring and explanations of the key terms are provided below and on the next page. When the survey is taken a second time (e.g. 12 months later), comparisons can also be made over time, with increases and decreases identified.

For a full analysis of your culture, including role comparisons, detailed findings for all Dimensions, industry and peer benchmarking, recommendations for improvement and access to additional support, upgrade to the Premium Culture Excellence Program (refer to page 11 of this report for details).

SCORE	GRADE	BASIC EXPLANATION
90-100	A+	Very high scores that are clearly above the 'industry norm' (60) and indicate a high level of satisfaction and agreement at the site. Practical tools and support mechanisms are in place.
85-89	A	
80-84	A-	High scores that are above the 'industry norm' and indicate general satisfaction and agreement. Tools and support mechanisms are in place, and these are mostly well utilised though there are ways in which they can be enhanced.
75-79	B+	
70-74	B	
65-69	B-	Medium scores that are close to the 'industry norm' and indicate partial satisfaction and agreement. Some tools and support mechanisms exist, though they vary in effectiveness. Improvements in design, management and / or communication could be made.
60-64	C+	
55-59	C	
50-54	C-	Low scores that are below the 'industry norm' and indicate general dissatisfaction and low levels of agreement. If tools and support mechanisms are in place, these are not working effectively or consistently, and require improvement.
45-49	D+	
40-44	D	
35-39	D-	Very low scores that are well below the 'industry norm' and indicate serious dissatisfaction and very low levels of agreement. Tools and support mechanisms are either not in place, or are ineffective and require change.
30-34	E+	
0-29	E	

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CATEGORY	DIMENSION	EXPLANATION
PEOPLE	**EMPOWERMENT**	Empowerment reflects the level of autonomy and ownership felt by those working for the company, and their authority to deal with potential food safety problems.
	REWARD	Reward relates to the use of incentives and disincentives to shape and manage correct behaviors, as well as opportunities to develop knowledge and skills.
	TEAMWORK	Teamwork relates to a willingness to work in teams, the effectiveness of teamwork and the importance of the food safety team.
	TRAINING	Training reflects both the frequency of food safety training within the company, and an evaluation of its effectiveness.
	COMMUNICATION	Communication reflects both the frequency of food safety communications within the company (e.g. meetings, emails, posters), and an evaluation of their effectiveness.

CATEGORY	DIMENSION	EXPLANATION
PROCESS	**CONTROL**	Control relates to the effectiveness of managing and supervising staff throughout the company, to ensure their compliance with company standards.
	COORDINATION	Co-ordination reflects the ability of different departments and levels within the company to work effectively together.
	CONSISTENCY	Consistency relates to having standard working methods that are effectively communicated and maintained throughout the company over time.
	SYSTEMS	Systems reflects the level and appropriateness of key documents and records established within the company to support management processes.
	PREMISES	Premises relates to the physical location, facilities and equipment within the company, and perceptions of its impact on food safety.

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CATEGORY	DIMENSION	EXPLANATION
PURPOSE	**VISION**	Vision relates to the long-term aspirations of the company, and the direction employees perceive it to be moving in.
	VALUES	Values reflects the extent to which food safety are seen as core company principles, and how they are directly and indirectly communicated in practice.
	STRATEGY	Strategy reflects the plans in place to achieve the company vision, and the extent to which they are communicated and agreed with across the company.
	TARGETS	Targets relates to the establishment and management of short-term goals or objectives amongst employees, and the inclusion of food safety within these.
	METRICS	Metrics relates to the data that is gathered within the company to measure and improve food safety, and how effectively it is used.

CATEGORY	DIMENSION	EXPLANATION
PROACTIVITY	**AWARENESS**	Awareness relates to the knowledge of external food safety issues, including external stakeholders (suppliers and customers) and general industry standards.
	FORESIGHT	Foresight reflects a risk awareness and ability to prioritise based on the likelihood of food safety problems, and consequences associated with them.
	INNOVATION	Innovation relates to both an openness to change within individuals and the level of food safety change and innovation in the company.
	LEARNING	Learning relates to the attitude of individuals towards organisational learning, its perceived effectiveness, and its impact on food safety standards.
	INVESTMENT	Investment relates to the allocation and spending of budget on food safety, and perceptions of the effectiveness of this.

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