



Dairy Food Safety
VICTORIA

Dairy RegTech
Working together to
protect food safety

FEBRUARY 2023





About Dairy RegTech

Dairy RegTech is an innovative program that acknowledges that a strong food safety culture results in better food safety outcomes. It also aims to better employ technology to optimize the capture, analysis and use of food safety data generated by dairy businesses.

Dairy RegTech is not a regulatory requirement, but a voluntary program in which Victorian dairy licensees can elect to participate, as an alternative to the traditional audit only regulatory approach. It provides a more proactive way for DFSV to monitor food safety compliance, placing a greater focus on both the critical role that a business' employees play in producing safe food and the value of analysing food safety data to obtain meaningful insights.

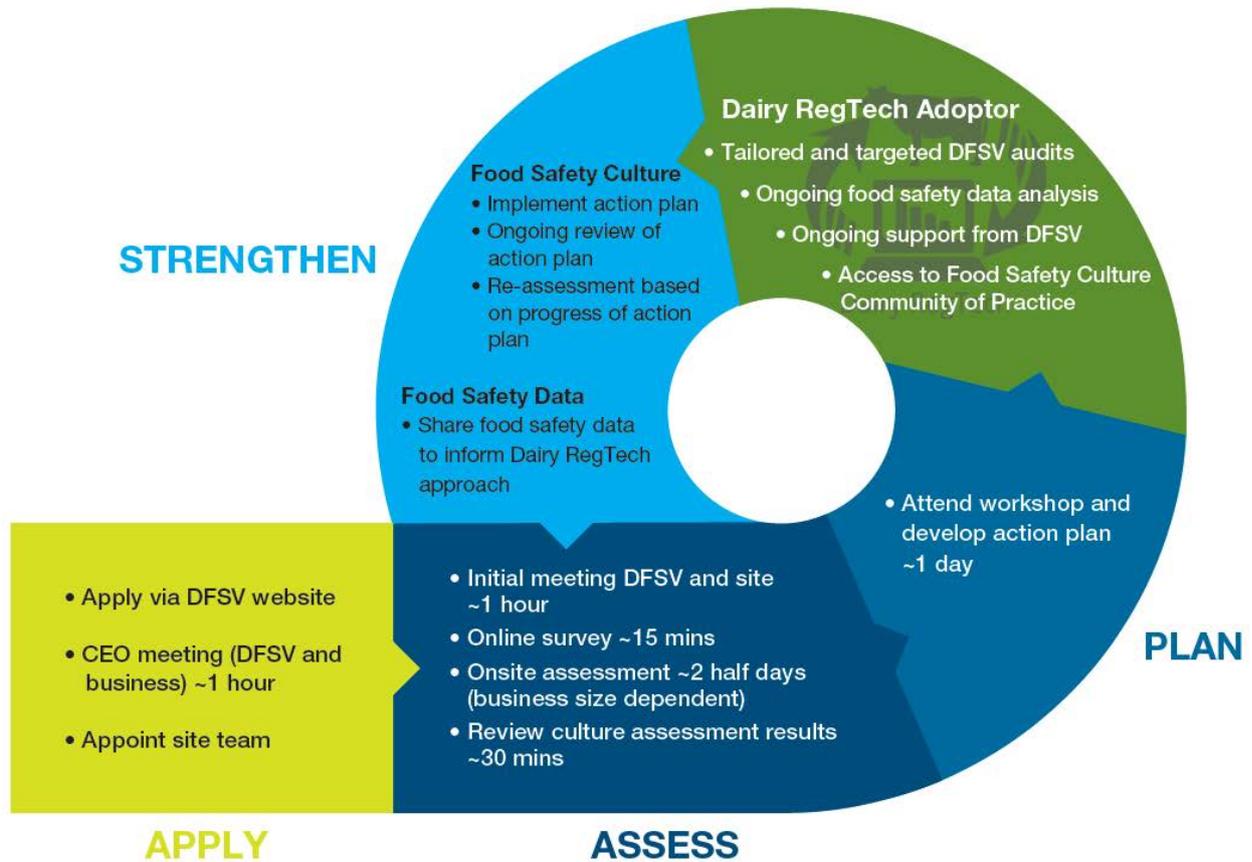
The culture component of Dairy RegTech is based on a **food safety culture maturity model** developed by DFSV in conjunction with international experts. The maturity model describes how the behaviour of people responsible for manufacturing food can impact food safety. The model is based on internationally recognised codes and practices, including recommendations of the Global Food Safety Initiative (GFSI).

The benefits of Dairy RegTech

- Fosters collaboration between licensees and DFSV to continuously improve management of food safety
- Highlights food safety culture as a key driver to improving food safety outcomes and compliance across the dairy industry, reducing risks associated with people and practices
- Informs where to focus regulatory resources and where to reduce regulatory intervention
- Strengthens compliance, reduces compliance costs and improves business performance and reputation
- Enables DFSV to provide tailored support to dairy manufacturers and assist in addressing potential issues
- Provides a platform for businesses to view food safety data where it can be proactively used to identify trends, patterns and potential issues
- Informs customised DFSV audits which are less focused on paperwork and more focused on discussing food safety issues and opportunities for improvement
- Allows regular monitoring and assurance of compliance with food safety obligations and reduced reliance on audit as the only means of verifying compliance

Working together to protect food safety		
Greater trust	Targeted approach	Continuous improvement
<u>DFSV Food Safety Manager</u>	<u>Licensee</u>	<u>DFSV Culture Specialist</u>
<ul style="list-style-type: none"> • Considers data • Spend less time reviewing documentation onsite • Can tailor audit scope 	<ul style="list-style-type: none"> • Culture insights for the business • Access to portal platform for data monitoring • Tailored approach to audit that suits the business 	<ul style="list-style-type: none"> • Regular check ins with support and guidance • Review progress with food safety culture action plan

How Dairy RegTech works



How to get onboard with Dairy RegTech

1 Apply



- Site applies to join Dairy RegTech via the DFSV website Dairy RegTech Application (dairysafe.vic.gov.au)
- The DFSV CEO meets with the site's CEO or owner to welcome them to Dairy RegTech
- A DFSV culture specialist is assigned to guide the site through the program

Getting started involves nominating site staff to work together with DFSV throughout the program:

Site Contact	Site Culture Contact	Site Data Contact
<ul style="list-style-type: none"> • Liaises with DFSV for all <i>Dairy RegTech</i> • Responsible for all RegTech activities onsite, including decision making and communication within the business 	<ul style="list-style-type: none"> • Liaises with DFSV Culture Specialist • Key driver of culture change at the site • Could be someone with a HR background 	<ul style="list-style-type: none"> • Liaises with DFSV Food Safety Manager for data components of Dairy RegTech • Co-ordinates food safety data collection and submission and monitoring of the sites' dashboard

For smaller sites, one person can take on more than one of these roles.

2 Assess

The food safety culture assessment involves:

- online survey
- onsite interviews with senior leaders
- focus groups with production staff



Online survey requires minimum 65% completion rate before proceeding to on-site assessments

1. The food safety culture score is determined by the results from the all-staff survey, site leader interviews and focus groups with production staff.
2. Results are analysed using a scoring matrix and automated analytical framework that aligns with the food safety culture maturity model
3. Results will be made available to the site on their individual Dairy RegTech food safety culture dashboard
4. DFSV culture specialist explains culture results and next steps

Assessments are based on the Australian Dairy Food Safety Culture Maturity Model, which was developed by DFSV and aligned with the GFSI model to allow for the identification of strengths and areas for improvement within a business.

Australian Dairy Food Safety Culture Maturity Model						
What to focus on to improve your culture		Stages of Food Safety Culture Maturity – Dimensions and Enablers				
Dimension	Enabler	Vulnerable 'Reaction driven'	Reactive 'Problems driven'	Stabilised 'Process driven'	Proactive 'Flexible and adaptive'	Leading 'Way of life'
Food safety hazards and risk	Awareness (Perception)	Leaders and teams lack knowledge of product and process risks	The quality team understands risks, but others lack knowledge	Food safety hazards and risks are understood by all teams	Food safety risks are addressed systematically along with other risks	Awareness is enhanced by external scanning for emerging risks and management techniques
	Approach (Risk analysis)	Food safety risks are identified and raised by external parties, limited ability to undertake internal risk analysis	Risk analysis only by QA and usually only in response to external audits (prompted)	Risk analysis is scheduled, structured and involves cross functional teams	Food safety risks are addressed systematically along with other risks	Production teams competent to manage risk
Systems (Consistency)	Procedures	Documented procedures rarely used	Procedures used mainly by QA, and only reviewed following an issue	Well documented, understood and implemented procedures	Documents reviewed by cross functional teams with focus on continuous improvement	Production staff take the lead in developing, updating, and continuously improving and food safety documents
	Data	No data reported and only legally required data collected.	Food safety data rarely used and retrospective (QA function only)	Effective use of data (mainly lag indicators) to highlight issues and monitor food safety controls	Data informs evidence-based decision making and proactive identification of potential issues (focus on lead indicators)	Data used extensively by leaders and teams to predict food safety impacts
	Technology	Systems are unnecessarily manual and/or paper based	Basic technology, separate systems are used by different teams	Technology is appropriate and fit for purpose for individual site operations	Technology adds value, enhances food safety and supports continuous improvement	Emerging technology is considered
People	Learning	No plan to develop team competency in food safety	Focus on competency of a few specific job roles	Regular, scheduled food safety training for all staff with knowledge verified by competency assessments	Assessment of food safety competency is a part of performance evaluation and remuneration	Production staff are competent and take the lead in training employees and modelling a strong food safety culture
	Communication	Limited communication about food safety amongst staff	Communication occurs mainly after an issue or finding	There is planned regular communication within and between teams	Regular discussions on operational priorities and food safety performance	Production staff lead / drive food safety conversations and readily contribute ideas
	Consequences	No one raises food safety issues out of fear or futility	Leadership not receptive to staff raising food safety issues - responses mostly negative	Positive recognition when issues are raised	Staff positively recognised for creativity and identifying improvements not just raising food safety issues	Knowledge that actions are protecting the health of consumers is a driver of behaviour rather than the need for positive recognition
Adaptability	Team engagement	Staff have no sense of responsibility or accountability towards food safety	Team attitude towards food safety is only considered important after an issue or finding	Leaders and supervisors work with teams to strengthen their attitude towards food safety	Staff have a strong sense of responsibility and accountability towards food safety	Production staff are the key drivers of team attitude- lead by example and are confident and competent in their decision making
	Managing problems	No process in place for dealing with issues - ad hoc approach and only when issues raised externally	Problems are fixed after they occur and little is learnt to prevent recurrence	Everyone understands their roles and responsibilities when responding to food safety issues	Responses are pre-planned, rehearsed and reviewed regularly	Production level staff are proactive in identifying and solving issues before they become a business burden
	Managing change	No plan for introducing change	Planning is ad hoc or last minute and doesn't follow a set plan	Changes are introduced using a documented change management process	The documented change management process is well understood and consistently applied	Production staff are empowered, trained and involved in delivering change
Strategy	Messaging	Senior leaders are silent on food safety	Senior leaders only provide food safety messages after an issue and usually only to a select few	Senior leaders are regularly seen walking the floor and demonstrate a commitment to food safety	Senior leaders and managers ask questions and seek improvements at all levels	Strong, effective and regular food safety messaging and visibility from senior leaders is a well-accepted (normal) and embedded characteristic of the business
	Strategic Planning	No business-wide commitment or statement on how the business will address food safety	Business commitment or policy is likely to only be developed after a food safety issue	Everyone is aware of the business's food safety strategy and its objectives	Widespread understanding of the business's food safety strategy and how objectives are measured	Business's food safety strategy is well embedded and part of everyday language. Strategy includes proactively seeking improvements
	Resourcing	No clear budget, time or staffing allocations to food safety	Food safety resources are added sporadically or after an issue	Food safety resources are routinely budgeted	Food safety resources are considered a priority when budgeting and are available when food safety issues are identified	Food safety is considered as important as other high-level priorities such as personal safety when allocating resources

3 Plan



With support and guidance from DFSV, the site develops a targeted action plan based on the food safety culture maturity model, which acts as a map forward for planned improvements to food safety culture. A action planning workshop with a cohort of other Dairy RegTech industry participants allows you to discuss ideas and strategies.

- The Dairy RegTech portal provides resources such as templates and information to support development of action plans
- The action plan will guide conversations between the site and their culture specialist during ongoing 'check in' sessions to discuss wins, potential roadblocks, and ideas for ways forward
- The culture specialist reviews the action plan to ensure it aligns with the assessment framework and is likely to result in improved culture scores if well implemented

✓ Dairy Regtech adopter



This marks the end of the assessment phase, where the site is deemed a Dairy RegTech adopter, a significant stage in your Dairy RegTech journey.

Once a site become a Dairy Regtech adopter they benefit from:



Tailored and targeted
DFSV audits



Ongoing food safety
data analysis



Ongoing support
from DFSV

4 Strengthen



The site implements the food safety culture action plan developed during the “Plan” stage and begins an ongoing processing of uploading key food safety data via a customised portal. This proactive sharing of data allows the site to transition to an alternate audit model where audits are more targeted and focused, freeing up time for the auditor to provide valuable feedback to the business. This alternate approach to audit recognises a site’s commitment to embedding and improving food safety culture to support regulatory compliance.

During the Strengthen stage:

- Site is implementing the action plan developed during the “Plan” stage
- Dairy RegTech adopters gain access to a customised Dairy RegTech portal where data can be uploaded
- Site regularly uploads data that is already generated by the business such as environmental pathogen and end-product pathogen results; the site Food Safety Manager will assist to determine the best type of data and frequency of submission
- Data is analysed, trended and presented in a secure, individualised dashboard available only to Dairy RegTech adopters and DFSV
- Businesses experience a different approach to audit, reflecting that some food safety data is monitored offsite via the data dashboard
- Regular check in sessions between business and culture specialist to discuss progress on culture action plan
- Every 12 months, participants have the opportunity to re-evaluate their food safety culture.



- Most commercial testing laboratories can provide special monthly reports for Dairy RegTech adopters for ease of upload to the portal and avoid double handling
- The program currently involves sharing data for training, corrective action requests and microbiological testing. Over time the program will evolve and extend the type and amount of data that can be analysed, providing more value to both DFSV and the business.

Get in touch

Interested in getting involved with Dairy RegTech? DFSV licenced manufacturers can apply online on our [website](#).

Got a specific question related to Dairy RegTech? Get in touch with the team at regtech@dairysafe.vic.gov.au