RISK ASSESSMENT PACK

Interested Parties

Who has a stake in your food safety, what each one requires, and what happens if you do not meet it. ISO 22000 clause 4.2 done properly, linked into planning and management review.

What you get

- **The risk assessment workbook (Excel)**
  Fully editable, with drop-down lists, automatic inherent and residual risk scoring, colour coded risk bands, a populated worked example you can adapt, and a built in action tracker.
- **The governing procedure (Word)**
  The SOP the risk assessment sits under, written to the same standard, ready to adopt with your company name and approver.
- **A step by step completion guide (Word)**
  Purpose and clauses, what to gather first, the scoring method worked through with a real example, the register column by column, verification and review, and the mistakes auditors find most often.
- **A read me first sheet (Word)**
  What is in the pack, who it is for, what you must edit before use, and how to get help.

Standards this pack supports

ISO 22000:2018 cl. 4.2, with cl. 4.1, 4.3, 6.1, 7.4 and 9.3

RISK ASSESSMENT

Doc No:	RA23	Rev date:	01 Sep 2026	Rev no:	01
Doc Name:	RA23 - Interested Parties Risk Assessment	Updated by:	ASC Food Safety Consultants	Area:	All

ID	Issue / Risk	Type	Effect	Context / Motivation	Severity (1-5)	Likelihood (A-E)	Score	Risk Level	Existing Control(s) / Mitigation	Owner	Review
1	Failure to meet Customer needs and expectations	External	Negative	Need: safe, legal product delivered on time. Expectation: consistent quality and value	2	C	8	High risk (H)	Contract/specification review; on-time-delivery KPI; complaints handling (your customer complaint report)	QA Manager	Per contract / annual
2	Failure to meet Regulator / Competent Authority requirements	External	Negative	Need: legal compliance and reporting. Expectation: licences current, full cooperation	3	C	13	Medium risk (M)	Legal register; inspections; compliance verification	Food Safety Team Leader	Quarterly
3	Failure to meet Supplier requirements	External	Negative	Need: clear specifications and fair terms. Expectation: payment on time, partnership	4	C	18	Medium risk (M)	Supplier approval and agreements; specifications; agreed payment terms	Procurement Manager	Annual
4	Failure to meet Employee needs	Internal	Negative	Need: safe workplace and training. Expectation: fair treatment and communication	4	B	14	Medium risk (M)	Training; health & safety; internal communication; grievance channel	HR Manager	Ongoing
5	Failure to meet Consumer needs (safe, correctly labelled food)	External	Negative	Need: safe food, accurate allergen labelling. Expectation: no harm	2	D	12	Medium risk (M)	Allergen management; label verification; consumer complaint handling	QA Manager	Monthly
6	Failure to meet Certification Body (FSSC) requirements	External	Negative	Need: conformity to the scheme. Expectation: timely information and audit access	3	D	17	Medium risk (M)	Audit programme; corrective actions; scheme-change monitoring	Food Safety Team Leader	Annual
7	Failure to meet Owner / Shareholder expectations	Internal	Negative	Need: profitability and continuity. Expectation: transparent performance reporting	4	C	18	Medium risk (M)	Performance reporting; business continuity planning	Top Management	Quarterly
8	Failure to meet Transporter / Logistics provider needs	External	Negative	Need: dispatch information and access. Expectation: payment and safe loading	4	C	18	Medium risk (M)	Service-provider assessment; loading/vehicle checks	Warehouse Supervisor	Annual
9	Failure to meet Service-provider needs (pest, maintenance, calibration)	External	Negative	Need: scope and site access. Expectation: payment and feedback	4	C	18	Medium risk (M)	Service-provider assessment; SLAs; performance review	Procurement Manager	Annual
10	Failure to meet Local community / environmental expectations	External	Negative	Need: responsible operation. Expectation: minimal nuisance and pollution	4	D	21	Low risk (L)	Waste and emissions control; community engagement	Engineering Manager	Annual
11	Failure to meet Emergency-services needs	External	Negative	Need: site information and access. Expectation: cooperation in an emergency	4	D	21	Low risk (L)	Emergency preparedness plan; site information pack; drills	Food Safety Team Leader	Annual
12	Failure to meet Retailer / GFSI scheme-owner requirements	External	Negative	Need: compliance to recognised standards. Expectation: timely adaptation	3	C	13	Medium risk (M)	Standard monitoring; gap analysis; action planning	Food Safety Team Leader	On change

The actual risk register in this pack, shown at reduced size.

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Inside the step by step guide

Every pack includes a written guide that walks a quality manager through the scoring method, the register column by column, residual risk, verification and review, and the mistakes auditors find most often on this subject. This is one page of it.

LOGO	*[COMPANY NAME]* Food Safety Management System	Doc No: RA23	Page 1 of 6
Subject: Interested Parties - How to Complete This Risk Assessment			
Compiled by: ASC Food Safety	Approved by: [YOUR APPROVER]	Date: 01 Sep 2026	Rev no: 01

HOW TO COMPLETE THIS RISK ASSESSMENT

1. PURPOSE

This guide explains how to complete the RA23 Interested Parties Risk Assessment supplied with it. That assessment records who your interested parties are, what they need and expect from you in relation to food safety, and how significant the risk is that you fail to meet those needs.

The pack contains four files: the risk assessment workbook, the governing procedure, this guide, and a Read Me First file.

Be clear about what this register is. It is a management system risk register, not a hazard register. Each line is an interested party and the risk that their requirements are not met. It does not identify or score food safety hazards in product: hazards are identified, assessed and controlled in your hazard analysis under ISO 22000:2018 clause 8.5, and the NOTE to clause 6.1.1 limits the concept of risk used here to events and their consequences relating to the performance and effectiveness of the management system.

Completed and kept up to date, the assessment provides evidence against ISO 22000:2018 clause 4.2, which requires the organisation, to ensure that it has the ability to consistently provide products and services that meet applicable statutory, regulatory and customer requirements with regard to food safety, to determine a) the interested parties that are relevant to the FSMS and b) the relevant requirements of those interested parties, and to identify, review and update the information related to the interested parties and their requirements. The output feeds clause 4.1, clause 4.3 determining the scope, clause 6.1 actions to address risks and opportunities, clause 7.4 communication and clause 9.3 management review.

2. BEFORE YOU START

Do not start in the workbook. Collect the following first, because every score you enter has to be defensible from it:

- the customer list and the current customer specifications, supply agreements, codes of practice and audit standards each customer imposes

- the legal register and the list of authorities that regulate the site, with the licences, registrations and approvals you hold and their expiry dates

- the certification scheme requirements and the certification body's own rules on notification and unannounced audits

- the approved supplier and service provider list, with the agreements and service levels in place

- the employee arrangements: contracts, training obligations, representation and any collective agreement, plus the agency and contractor arrangements

- the complaint, customer feedback and external communication records for the last twelve months

- the community, environmental and emergency service context of the site: neighbours, planning conditions, discharge consents, access arrangements

Inside the accompanying procedure

The pack also carries the governing procedure the risk assessment sits under, written to the same house standard and ready to adopt with your company name and approver. This is its first page.

LOGO	***[COMPANY NAME]*** **Food Safety Management System**	**Doc No: RA23**	Page 1 of 3
Subject: Interested Parties Procedure			
Compiled by: ASC Food Safety	**Approved by: [YOUR APPROVER]**	**Date: 01 Sep 2026**	**Rev no: 01**

INTERESTED PARTIES PROCEDURE

1. PURPOSE

This procedure defines how [COMPANY NAME] identifies its interested parties, determines their relevant needs and expectations, monitors and reviews them, and assesses the associated risks, in accordance with ISO 22000:2018 Clause 4.2 and the FSSC 22000 Version 7 scheme. This document and the Interested Parties Risk Assessment (the RA23 Interested Parties Risk Assessment supplied in this pack) are the single, controlled source of interested-party information for the Food Safety Management System (FSMS); other documents reference these two and do not duplicate the detail.

2. SCOPE

Applies to all internal and external interested parties relevant to the FSMS of [COMPANY NAME] and to the products and processes within the FSMS scope.

3. DEFINITIONS

- Interested party - a person or organisation that can affect, be affected by, or perceive itself to be affected by the organisation's activities, products or decisions (e.g. customers, consumers, regulators, suppliers, employees, owners, the certification body, service providers, the community).
- Need - a requirement that an interested party places on the organisation. Expectation - what the interested party assumes or hopes the organisation will do.
- Relevant requirement - a need or expectation the organisation decides to address through the FSMS.

4. PROCEDURE

4.1 Identifying interested parties

The Food Safety Team identifies interested parties relevant to food safety and to the FSMS. The identification considers parties along the food chain (suppliers, customers, consumers), statutory and regulatory bodies, the certification body, employees and their representatives, owners, neighbouring operations, service providers and the local community. The list is reviewed at least annually and whenever there is a significant change (new product, market, site, customer or regulation).

4.2 Determining needs and expectations

For each interested party the relevant needs and expectations are determined and recorded in the Interested Parties Register below. The organisation decides which needs and expectations become relevant requirements of the FSMS, taking account of legal obligations, contractual commitments and food-safety significance.

4.3 Interested Parties Register (Needs and Expectations)