Management Review Agenda and Minutes

MEETING: ISO 9001:2008 Management Review Meeting

Name	Title	Here	Name	Title	Here
	MD	✔	OQC	Quality Consultant	✔
	Contracts Manager	✔			
	Operations Manager	✔			

DATE, TIME, PLACE:

Date	Time	Place
		MRF Offices

ROLES:

Chair	Facilitator	Minute Taker	Documenter

PREPARATION:

Documentation review, audit review and analysis, quality and environmental objective performance, analysis and customer feedback review.

MATERIALS TO BRING:

- Minutes of previous meeting.
- Quality system documentation (QM and procedures).
- All internal and external audit reports.
- Quality record file (inc. customer feedback, evaluation of compliance, corrective action log, etc).

MEETING OBJECTIVE:

Senior management review of the MRF management system to ensure suitability, adequacy and effectiveness. The review is to include the assessment of opportunities for improvement and any potential changes to the MS, including quality policy and objectives, and their alignment with business objectives and strategy.

REVIEW AGENDA:

1.	**Minutes / actions of previous meeting**
2.	**ISO 9001:2008 Certification Status**
3.	**Manual, policy and procedures status**
4.	**Results of internal audits – Trends, audit schedules**
5	**Customer feedback** i. Customer complaints ii. Customer satisfaction assessments iii. Other external party feedback
6.	**Process Performance and product / service conformity**
7.	**Preventive and corrective action status**
8.	**Changes affecting the Quality Management System**
9.	**Recommendations for improvement**
10.	**Quality objectives**
11.	**A.O.B (including key supplier performance)**

Next Meeting Decision

Date	Time	Place	
	TBA	MRF Office	
Chair	**Facilitator**	**Minute Taker**	**Documentor**

Management Review Agenda and Minutes

MINUTES:

AGENDA ITEM	OUTCOMES / DECISIONS	ACTIONS TO BE TAKEN, COMMUNICATIONS REQUIRED
1. MINUTES/ ACTIONS FROM PREVIOUS MEETING	A previous formal Management Review meeting was conducted in December 2008 using this minutes template and the agenda on page 1, in line with the requirements of ISO 9001 and MRM procedure QP03. The minutes from the previous MRM were reviewed and progress note on the majority actions. The following actions were noted as requiring further progression and closure however: 1. Updated Quality Policy to be signed and put on display and on website. 2. A further satisfaction analysis is to be conducted for 2H 2009. 3. Evaluation of compliance to be reviewed in detail as part of Jan 09 environmental auditing (further evaluation included below).	Open / ongoing actions from previous MRM to be re-iterated / re-assigned as an output of this meeting (see below). **Action: nn by dd/mm/yy**
2. ISO 9001 / **ISO 14001 CERTIFICATION STATUS**	The last external audit was conducted on … This audit identified only 1 minor NC in relation to control of measuring equipment and was a significant improvement on the previous external audit. The next audit has been scheduled for …… and this will be an audit of the integration of ISO 14001:2004 requirements. Subsequent to the ISO 9001 certification, the next ISO 9001 audit has been scheduled for dd/mm/yy – during this audit … This will need to be reviewed from a timing and audit days perspective.	Possibility of additional surveillance audit to be discussed. **Action: cert body / name by dd/mm/yy**
3. QUALITY AND ENVIRONMENTAL POLICY MANUAL AND PROCEDURES STATUS	The Quality Manual was updated in dd/mm/yy and re-released at issue 3 as a result of completing the internal audit cycle. The master hard copy had been re-signed however the soft-copy on the system requires update. All existing quality procedures were updated as a result of internal audits …… These have been re-approved but the soft copies on the system also require update. Quality procedures continue to be subjected to ongoing audit and will again be up-issued in the future where necessary.	The soft-copies of updated documentation are to be updated on the system. **Action:**

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3. (cont)	The Quality Policy was rewritten in mm/yy to include additional requirements. This was reviewed and found to generally meet the requirements of the standards. It was noted however that a copy of he signed policy was not on display in the main office areas. Going forward the policy should also be published on the MRF web site. External standard ISO 9001 was reviewed and found to be most recent copy (:2008). Current manual included ISO 9001:2008 clarifications…	Updated Policy to be put on display and on released on the website. **Action:** ISO 9001:2008 update table to be provided to MRF. **Action: OQC by dd/mm/yy**
4. RESULTS OF INTERNAL AUDITS	The year-end 2008 audit schedule was reviewed and found to have been updated to reflect 2008 end status. A 2009 audit schedule was in place and this prioritized operational specific auditing in Q1 09. Prior to this MRM, a full cycle of quality audits had been completed. This included… Audit review and data analysis … The audit with the highest compliance level was noted as the Systems Audit – this was the most recent audit and was used to verify compliance with requirements not covered in the process audits. This indicated an appropriate level of compliance with the ISO 9001 standard. All audit findings are now being logged on a Corrective Action Summary Log – this requires update to include the more recent audit findings and associated action closure.	Log to be updated with recent action closure / audit findings. **Action: name by dd/mm/yy**

Management Review Agenda and Minutes

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5. CUSTOMER FEEDBACK	i) Customer complaints … It was previously noted that not all significant customer issues may not always be recorded / captured in the complaints system …… remind all of the importance of capturing complaints within the management system. Additional customer feedback / compliments are also recorded and satisfaction continues to be monitored via surveys as documented below. ii) Customer Satisfaction (CSAT) monitoring and results… It was noted that the feedback XYZ contract customer feedback included a comment in relation to the need for "higher focus on environmental issues and waste management". iii) Customer communication process and feedback received found to continue be positive. In addition to the satisfaction monitoring method outlined above, positive customer feedback continues to be logged. In general, a good level of customer satisfaction continues to be perceived with the service and products provided by MRF name . This is also supported by the level of interest in the utilities market.	
6. PROCESS PERFORMANCE AND PRODUCT / SERVICE CONFORMITY	Key realization and support processes continue to be noted as: ▪ Enquiry management, order win and contract review. ▪ Waste collection services. ▪ Material recycling services. ▪ Baling and shipment to reprocessors. ▪ Green List waste export. The performance of the above processes were generally deemed satisfactory as noted through customer feedback and internal / external audit. Process compliance review … Audit compliance data analysis was conducted for the first 12 audits completed in 2H 2008 / Q1 2009 – details of this are included in section 4 above. Subsequent analysis will be conducted at the end of 2009 and compliance levels compared.	Process compliance monitoring via audit findings to be re-analysed by year-end. **Action:**

Management Review Agenda and Minutes

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7. Preventive and Corrective Actions	Corrective actions continue to be identified through audit, customer feedback and the new Quality and Environmental Reports. It was noted, a further increased use of the Q&E report form would be beneficial. A corrective action summary log (CASL) has been updated for 2008 audit findings however it was noted that a log for 2009 audit findings required progression. The CASL is also to be used to identify finding type such as CA (Corrective Action), PA (Preventive Action) and Imp (Improvement). As noted above, customer complaints are being appropriately managed and potential corrective actions are being identified through customer survey feedback. Legislation and Regulation updates are monitored proactively through registration on netregs.org. The monitoring of updates to regulatory documents and the notification of new regulations at MRF continues through an e-alert email newsletter from the Netregs update service (www.netregs.gov.uk). While actions to prevent reoccurrence of non-conformity are captured by audit and quality report, additional preventive actions based on trend analysis are implemented as they are identified. An Emergency Preparedness and Response procedure is in place as part of the EMS. Since the last review, this has been supported by a Business Continuity Plan. It was noted that the draft BCP should be reviewed as part of future 2009 auditing. Generic risk assessments have been documented for each key operational activity, including associated COSHH assessments as required. There is also a plan to produce a work instruction handbook which will include policies and certs etc. This is to be rolled out. Health & Safety support is also provided through external consultancy.	Sample text
8. Changes Affecting Management System	The scope of the management system is documented in the manual as follows: **"Materials recycling and associated services".** This will be further reviewed … Review of planned / potential changes that could affect the management system…	
9. Recommend-ations for Improvement	Recommendations for improvement are generally those identified above and / or by internal audit. Review of other recommendations for improvement.	

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10. QUALITY OBJECTIVES	Review of performance against quality objectives and targets. Quality objectives and targets have been documented on the Objectives, Targets and Programmes Table and performance against these was reviewed where appropriate…	
12. A.O.B (E.G.SUPPLIER PERFORMANCE AND TRAINING REVIEW)	Subcontractor performance issues / review of approved suppliers list. Significant training issues … No further business noted – review concluded at 16:45 on dd/mm/yy.	

Summary of Review Outputs (Ref: Q&EM, 5.6)

- Improvements to the QMS and associated processes – See section 10 above. Improvements expected through…
- Required audits – …
- Resource needs – …
- Metrics targets –…
- Improvements in Customer satisfaction and service delivery – …
- Training requirements - Approach to training continues to be improved with an appropriate level of information being recorded. Improvements in Training Matrix and induction process ongoing.

Add significant review ouputs as appropriate

Next Meeting – mm/yy

Signed: …….. **Signed: ……..**

MD **Management Representative**

Date: …….. **Date: ……..**