



**GLOBAL STANDARD**  
FOR FOOD SAFETY



An Introduction to **Management Review Meetings**

BRC Global Standards. **Trust in Quality**





## Management Review Meetings

For the Standard to be adopted and successfully implemented, you'll need commitment from senior management to ensure that food safety becomes part of the company culture. Without this commitment, it's unlikely that the Standard will be applied consistently.

There are requirements within the Standard that need to be understood and applied by most departments within the organisation: from purchasing to personnel and from maintenance to production. Senior management will need to ensure appropriate support and resources are available.

The management review meeting, therefore, provides managers with an opportunity to:

- Take an overview of the food safety systems and look at what has been achieved
- Review progress against objectives and ongoing performance
- Identify new or updated objectives and targets
- Agree actions to address any outstanding issues
- Drive improvement

### 1.0 Requirements of the BRC Global Standard for Food Safety

In the BRC Global Standard for Food Safety, Clause 1.1.3 states:

*Management review meetings attended by the site's senior management shall be undertaken at appropriate planned intervals, annually at a minimum, to review the site performance against the Standard and objectives set in 1.1.2. The review process shall include the evaluation of:*

- *Previous management review action plans and time frames*
- *Results of internal, second party and/or third party audits*
- *Customer complaints and results of any customer performance reviews*
- *Incidents, corrective actions, out of specification results and non-conforming materials*
- *Review of the management of the HACCP system*
- *Resource requirements*

*Records of the meeting shall be documented and used to revise the objectives.*

*The decisions and actions agreed within the review process shall be effectively communicated to appropriate staff, and actions implemented within agreed timescales.*

### 2.0 Setting up an effective management meeting

#### 2.1 Attendees

Senior management are considered to be those managers who have the authority to make decisions on food safety objectives and/or the provision of adequate personnel and financial resources. This would usually include the site manager and managers responsible for

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production, technical, purchasing, engineering and human resources. If it's a large multi-site organisation this may also include head office personnel but the agenda should be driven by the senior management of the site in question.

The meeting may also include representatives of any departments responsible for specific activities or actions to be discussed at the meeting.

## 2.2 Agenda

The Standard identifies specific agenda items that need to be included in the meeting:

- Minutes of the previous meeting to ensure all actions have progressed to the appropriate timescales
- Audit results (including internal, second party and third party audits) so non-conformities can be discussed and actions agreed
- Customer complaints and customer performance reviews to ensure these have been correctly actioned, and to assess any trends
- Incidents, corrective actions, out of specification results and non-conforming materials to assess the action taken and where necessary agree follow-up activity
- Review of the management of the HACCP system
- Resource requirements
- Review of the performance against current objectives and the setting of new targets i.e. all the objectives set out for clause 1.1.2 should be reviewed and objectives for the forthcoming year agreed
- Additional relevant subjects (when required)

It's important that sufficient information is presented to the meeting to enable a full discussion and, where appropriate, actions to be agreed. For example, for the agenda item on internal audits, individual issues should have been identified and acted upon at the time and, where necessary, escalated up the management team.

The input to the annual management review may be a summary of each internal audit in terms of the number of non-conformities; any outstanding issues; a report on the key trends and the underlying root cause(s); and suggestions for improvement. This allows a discussion and, where necessary, enables an action plan to be set, for example, a change in the frequency of auditing particular areas or training needs.

## 2.3 Frequency of the meetings

As a minimum your meetings should be once a year. But you need to think about the frequency and timing of the meeting to maximise input and ensure actions are timely. For example, seasonal and temporary sites will need to ensure the meetings occur at an appropriate point in the season, and actions, targets or objectives can be completed within meaningful timescales. Some sites, therefore, may find it necessary to have two management meetings: one at the start of the season to set objectives, and one at the end of the season, when the season's information can be assessed. Alternatively, a management meeting shortly after an external audit allows any non-conformities to be included in the discussion and relevant corrective actions to be agreed.

All sites should have a pre-defined schedule so all participants are aware, in advance, when the meetings will take place.

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### 3.0 Documenting the meeting

Your auditor will be looking for evidence that, for each agenda item, sufficient information has been provided to allow an informed discussion leading to appropriate action. This may be demonstrated through a review of the inputs to the meeting for each agenda item e.g. the papers produced and circulated, minutes of the discussion of the item, and agreed action plans. For example, one of the outputs from the meeting is a review of performance against the defined objectives (Clause 1.1.2) and the establishment of new or amended targets and objectives for the following year. This should be documented within the minutes of the meeting.

The outcomes from the review meeting must be communicated to relevant staff to ensure implementation. It should be evident to the auditor how this has been achieved, for instance, cascaded through staff briefings, use of notice boards, etc.

### 4.0 Completing actions

Timescales should be attributed to all actions, and it should be evident that this is followed up and the actions are completed. For example, evidence of completion could be added to meeting records or assessment of actions added to the internal audit program.

#### Quick Tips

- Ensure that the meeting is in everyone's diary
- Make sure that sufficient information is presented at the meeting to allow meaningful discussion
- Ensure that actions are completed in a timely manner
- Ensure that management meetings are incorporated in the internal audit program

These short guides are designed for companies involved in the enrolment program and aim to help you interpret the Standard, and design robust systems and procedures that meet the requirements. Examples are given to explain the types of documents and procedures and the level of detail typically required. However, you'll need to consider the context relevant to your business. The implementation of the Standard, and whether a resulting system is considered to be conforming or non-conforming by an auditor, is an objective judgement which can only be based on the evidence collected and observations made during the audit.

Further details regarding the BRC Global Standard for Food Safety can be obtained from [enquiries@brcglobalstandards.com](mailto:enquiries@brcglobalstandards.com)

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