

# BRC Storage and Distribution Quality and Safety Management System Implementation Workbook



We have written this workbook to assist in the implementation of your BRC quality & safety management system. The workbook is divided into 8 steps that are designed to assist you in implementing your quality & safety management system effectively:

- ✓ Step One: Introduction to the BRC Global Standard for Storage & Distribution
- ✓ Step Two: Assessment of current Systems
- ✓ Step Three: Senior Management Implementation
- ✓ Step Four: HACCP Implementation
- ✓ Step Five: Quality & Safety Management System
- ✓ Step Six: Training & Implementation
- ✓ Step Seven: Internal Auditing Training
- ✓ Step Eight: Final Steps to BRC Certification

# BRC Storage and Distribution Quality and Safety Management System Implementation Workbook



The BRC Implementation Workbook compliments our BRC Storage and Distribution Quality Management System which is an ideal package for organisations looking to meet British Retail Consortium Global Standard for Storage and Distribution.

The Storage and Distribution Quality Management System contains:

- ✓ A Comprehensive set of over 50 top level documents
- ✓ A range of 36 easy to use record templates
- ✓ HACCP Manual containing the HACCP Calculator
- ✓ BRC Standard for Storage and Distribution Training Module
- ✓ A comprehensive set of gap analysis checklists covering each section of the BRC Global Standard for Storage and Distribution
- ✓ Internal Auditor Training - An Internal Auditor Training Guide

As a preliminary to Step 1 we recommend that the you purchase a copy of the current issue of the BRC Global Standard for Storage and Distribution



**Step Two: Assessment of Current Systems**

At this stage an assessment should be made by the most senior quality member of the management team to decide if Site Standards within the facility meet the requirements of the BRC Standard. The nominated manager should read through the requirements of the BRC Global Standard for Storage and Distribution and assess for compliance using the checklist below to record their findings.

<b>BRC GAP ANALYSIS</b>			
<b>BRC GLOBAL STANDARD FOR STORAGE AND DISTRIBUTION</b>			
<b>SECTION 1 SENIOR MANAGEMENT COMMITMENT</b>	<b>Compliant</b>		<b>Comments</b>
	<b>Yes</b>	<b>No</b>	
<b>1.1 Senior Management Commitment and Continual Improvement</b>			
<b>Is there evidence that senior management are fully committed to the implementation of the requirements of the Global standard for storage and distribution including provision of:</b> <b>adequate resources?</b> <b>effective communication?</b> <b>systems for review?</b> <b>actions taken to identify and effect opportunities for improvement?</b>			
<b>Is there a documented quality policy statement which authorized by an appropriate senior</b>			

## BRC Storage and Distribution Quality and Safety Management System Implementation Workbook

### Step 2: Corrective Actions from Assessment of Current Systems

The non-compliances identified in the assessment of compliance with the BRC Global Standard for Storage and Distribution should be logged using the form below and used as input for Step Three: Senior Management Implementation. In Step 3 the appropriate corrective action should be allocated by the Senior Management Team and a corrective action plan formulated.

<b>Step 2: Corrective Actions from Assessment of Current Systems</b>							
<b>Date</b>	<b>BRC Standard Section</b>	<b>Details of Non Conformance</b>	<b>Identified by:</b>	<b>Corrective Action Required</b>	<b>Responsibility</b>	<b>Target completion Date</b>	<b>Date Completed</b>

### **Step Three: Senior Management Implementation**

A Senior Management Implementation checklist is provided that establishes your Quality & Safety Management System fundamentals including Quality Safety Policies and Objectives.

The checklist guides Senior Management:

- ✓ in planning the establishment of the QSMS
- ✓ in providing adequate support to establish the QSMS
- ✓ in ensuring there is adequate infrastructure and work environment
- ✓ in allocating responsibility and authority

This stage requires the Senior Management to meet and establish the foundations for the Quality Safety Management System:

- ✓ Formulating a checklist of Customer, Regulatory, Statutory and other relevant requirements
- ✓ Decide which requirements the company should address and develop relevant policies.
- ✓ Based on the Quality & Safety Policy Management Policies establish Quality Safety Objectives
- ✓ Define the scope and boundaries of the QSMS
- ✓ Plan the establishment of the QSMS
- ✓ Provide adequate support to establish the QSMS
- ✓ Ensure there is adequate infrastructure and work environment and develop a Corrective Action Plan to rectify shortfalls
- ✓ Allocate responsibility and authority
- ✓ Assess, plan and establish appropriate internal and external communication channels

As a decision has already been made to implement a system compliant with the BRC Global Standard for Storage and Distribution, the Senior Management meeting should also consider the requirements of the Standard which are summarised below and should be read direct from the Standard:

## BRC Storage and Distribution Quality and Safety Management System Implementation Workbook

Section 1 Senior Management Commitment
Fundamental: Senior Management Demonstrate Commitment to meeting the requirements of the BRC Standard including the Provision of Resources, System Review, Documented Continual Improvement & Effective Communication
Senior management develop and document a quality policy statement which states the intentions for the safe and legal storage and/or distribution of products and its responsibility to its customers.
Senior management provide the human and financial resources required to implement the requirements of the Standard and effect improvements.
Senior management ensure that objectives are established for the storage and/or distribution of products to maintain product safety, quality and legality in accordance with the quality policy and the Standard.
Management review meetings attended by the senior management are carried out at least annually
Management review meeting decisions and actions agreed are effectively communicated to appropriate staff and the actions implemented within the agreed timescales.
Clear communication and reporting channels to senior management for staff responsible for monitoring compliance with the Standard are established.
A current, original copy of the Standard is available.
The most senior operations manager on site shall attend the opening and closing meetings of the audit for the Global Standard for Storage and Distribution.
Where required by legislation, the company and operating locations the company registers with (or is approved by) the appropriate authority.

A meeting should now be co-ordinated involving all the Senior Management Team.

## BRC Storage and Distribution Quality and Safety Management System Implementation Workbook

### Senior Management Establish Quality & Safety Responsibility & Authority Levels

Process	Responsible Persons	Activity
Purchases	Purchasing Manager	Purchase ingredients from approved and certified sources Ensure purchase orders comply with applicable specifications
	Quality Manager	Ensure adequate information on supply application form Ensure suppliers adhere to supply handling practices Perform suppliers audit or review supply status where necessary
Receiving and warehousing	QA/QC & Store Executives	Compare PO and DO or check contracts as per Suppliers Specifications criteria (if applicable) Check receiving temperature, pest infestations, quality, packing conditions and truck hygiene. Observe unloading practices Handle incoming goods as per documented procedures Ensure Good Storage Practices and FIFO rotation principles
Packing	QC/QC, Packing Manager, Supervisor & Operators	Maintain product format and characteristics Do not modify format prior to approval from top management Follow safe handling practices Ensure Good Handling Practices are adhered to Follow cleaning and sanitation standards and procedures
Coding and packing	Production Supervisor & Operators	Follow coding procedures Ensure products in primary packaging are hygienically located Ensure coding for traceability is performed to procedures Follow secondary packaging procedures to protect products
Store and product release	Store Manager , Store Executives and QA/QC	Ensure Good Storage Practices Follow FIFO stock rotation principles Check correctness of DO prior to stock release Check conditions of stock and packaging before loading Check vehicle for pest infestations
Transportation	Logistic executive	Compliant of transportation requirements as per safety contract Where external logistic is used, check compliance of agreed procedures
Product/process validation	QA/QC	Check CCP are effectively monitored and controlled. Check set critical limits are effective and valid.

# BRC Storage and Distribution Quality and Safety Management System Implementation Workbook

We provide a HACCP Manual to assist in developing your Safety Plan. The HACCP manual documents are as follows:

- HACCP Biological Hazards
- HACCP Chemical Hazards
- HACCP Physical Hazards
- HACCP Calculator
- HACCP Validation
- HACCP Plan
- HACCP Definitions

HACCP 900 Hazard Assessment & Critical Control Point Calculator Grouped Hazards

## THE HACCP CALCULATOR

HACCP Calculator © April 2009 Technical and Development Solutions 23/07/2010

How the HACCP Calculator helps:

- ✓ A few simple steps take you through the hazard assessment and then significant hazards which require critical control point assessment are automatically highlighted.
- ✓ You do not need to refer to the hazard decision tree to assess critical control points as all of the decision tree questions and actions are included in the calculator.

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- ✓ It makes the process of determining a critical control point simple, answer the questions at each stage and the calculator will show when a step is a critical control point.
- ✓ Saves time and hence money.
- ✓ It enables you to present your HACCP assessment in a clear and professional manner.
- ✓ It automatically starts to generate a HACCP plan as you work through your hazard assessment and critical control points.
- ✓ All your HACCP information can be held in a single document.

# Physical Hazards

Hazard	Potential Harm	Source
Glass	Cuts, bleeding; may require surgery to find or remove	Bottles, jars, light fixtures, utensils, gauge covers, etc.
Wood	Cuts, infection, choking; may require surgery to remove	Field sources, pallets, boxes, building materials
Stones	Choking, broken teeth	Fields, buildings
Metal	Cuts, infection; may require surgery to remove	Machinery, fields, wire, employees
Insulation	Choking; long-term if asbestos	Building materials
Bone	Choking	Improper processing
Plastic	Choking, cuts, infection; may require surgery to remove	Packaging, pallets, equipment
Personal effects	Choking, cuts, broken teeth; may require surgery to remove	Employees

The HACCP Manual includes a comprehensive list of potential chemical, biological and physical hazards which you can use as a checklist when carrying out your hazard analysis.

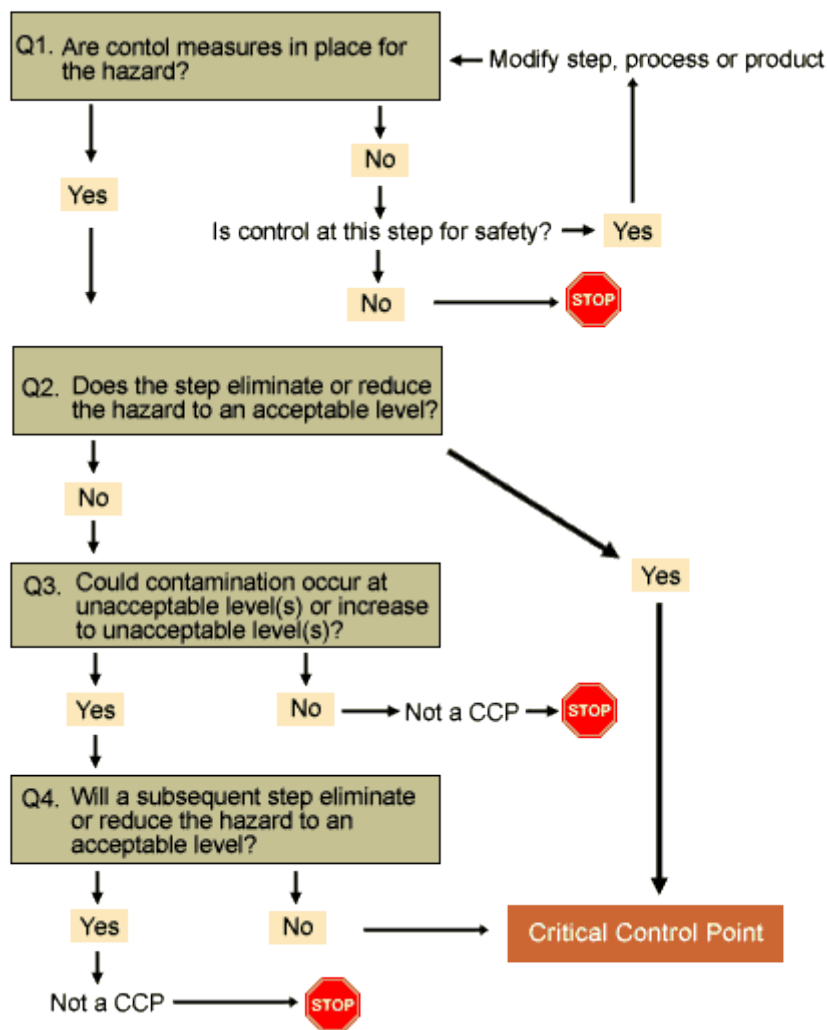
## HACCP Plan

Critical Limits	Monitoring Procedures	Corrective Action	Responsibility	HACCP Record
<p>Minimum / Maximum acceptable levels to ensure condition is in control</p>	<ul style="list-style-type: none"> <li>- measurements to be taken (or observations) method of measurement</li> <li>- devices used (including applicable calibration procedures)</li> <li>- frequency of monitoring</li> <li>- responsibility and authority for monitoring and evaluation of the monitoring results</li> </ul>	<p>Action to be taken when outside of critical limits to regain control and ensure unsafe product is controlled</p>	<p>Who is taking the action</p>	<p>Where is it recorded</p>

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The safety team identify critical control points (CCP)s for each safety hazard

Critical Control Points are established using the decision tree as the latest step in the flow path where controls can be effectively administered for a particular Significant Safety Hazards.



BRC Storage and Distribution Quality and Safety Management System  
Implementation Workbook

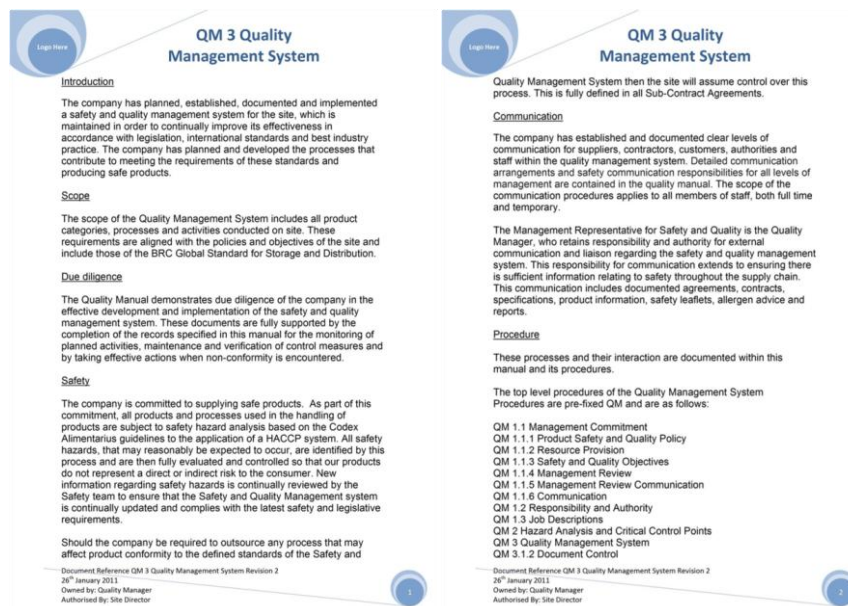
Control Measure Validation

<b>Product Category</b>			
<b>Step Number</b>			
<b>Hazard</b>			
<b>Control Measure</b>			
<b>Validation Methods</b>	<b>Applicable</b>		<b>Comments</b>
	<b>Yes</b>	<b>No</b>	
<b>Third Party Scientific Validation</b>			
<b>Historical Knowledge</b>			
<b>Simulated Production Conditions</b>			
<b>Collection of Data in normal production</b>			
<b>Admissible in industrial practices</b>			
<b>Statistical Programmes</b>			
<b>Mathematical Modelling</b>			
<b>Conclusion</b>			
<b>Internal Validation Required?</b>			
<b>If so by which method?</b>			
<b>CCP/OPRP Confirmed</b>			
<b>Authorised by(Name):</b>			
<b>Signature:</b>			

# BRC Storage and Distribution Quality and Safety Management System Implementation Workbook

## **Step Five: Quality and Safety Management System**

Our Quality & Safety Management System contains a comprehensive BRC compliant documentation package. At this stage you can choose to totally implement the procedures supplied or pick those that are applicable to your process. The procedural templates form the foundations of your Quality Safety Management System so you don't have to spend 1,000's of hours writing compliant procedures:



The procedures included in the Quality Management System:

- QM 1.1 Management Commitment
- QM 1.1.1 Product Safety and Quality Policy
- QM 1.1.2 Resource Provision
- QM 1.1.3 Safety and Quality Objectives
- QM 1.1.4 Management Review
- QM 1.1.5 Management Review Communication
- QM 1.1.6 Communication
- QM 1.2 Responsibility and Authority
- QM 1.3 Job Descriptions
- QM 2 Hazard Analysis and Critical Control Points
- QM 3 Quality Management System
- QM 3.1.2 Document Control
- QM 3.1.3 Record Control
- QM 3.2 Internal Audits
- QM 3.3 Corrective Action and Preventative Action
- QM 3.4 Contractual Arrangements

## BRC Storage and Distribution Quality and Safety Management System Implementation Workbook

- QM 3.5.1 Purchasing, Orders and Verification of Purchased Materials
- QM 3.5.2 Contract Services
- QM 3.6 Identification and Traceability
- QM 3.7 Product Recall and Withdrawal
- QM 3.8 Incident Management Procedure
- QM 3.9 Control of Non-Conforming Product
- QM 3.10 Management of Customer Complaints
- QM 4 Site and Building Standards
- QM 5 Vehicle Operating Standards
- QM 6.1 Equipment Standards
- QM 6.2 Maintenance
- QM 6.3 Calibration
- QM 6.4 Housekeeping and Hygiene
- QM 6.5 Waste Management
- QM 6.6 Management of Pest Control
- QM 7.1 Control of Incoming Materials
- QM 7.2 Product Handling
- QM 7.3 Environmental Control
- QM 7.4 Chemical and Physical Contamination Control Policy
  - QM 7.4.1 Glass Policy
  - QM 7.4.2 Glass & Brittle Material Breakage Procedure
  - QM 7.4.3 Allergen Control System
- QM 7.5 Stock Rotation
- QM 7.6 Product Release
- QM 8.1 Training and Competency
- QM 8.2 Personal Hygiene Policy
- QM 9 Purchasing Wholesale Branded Materials
- QM 10.1 Supplier Approval - Wholesale Module
- QM 10.2 Design and Development (Wholesaler Module)
- QM 10.3 Specifications (Wholesale Module)
- QM 10.4 Product Inspection (Wholesale Module)
- QM 11 Contractual Arrangements (Contracted Services)
- QM 12 Product Inspection (Contracted Service)
- QM 13 Contract Packing
- QM 14 Quality Control Inspection (Contracted Service)
- QM 15 Contract Chilling, Freezing, Tempering and Defrost Operations
- QM 16 Cleaning of Baskets, Roll Cages and other Distribution Containers (Contracted Service)
- QM 17 Waste Recovery and Recycling (Contracted)

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## Quality & Safety Management System Record Templates

A comprehensive range of easy to use record templates are provided:

- QMR 001 Management Review Minutes
- QMR 002 Training Record
- QMR 003 Product Release Record
- QMR 004 Design and Development Records
- QMR 005 Supplier Assessment Record
- QMR 006 Validation Record
- QMR 007 Identification and Traceability Record
- QMR 008 Register of Customer Property
- QMR 009 Calibration Record
- QMR 010 Internal Audit Record
- QMR 011 Records of Non-conforming Product
- QMR 012 Corrective Action Request Form
- QMR 013 Preventative Action Request Form
- QMR 014 Supplier Self Assessment and Approval Form
- QMR 015 Equipment Commissioning Record
- QMR 016 Return to Work Form
- QMR 017 Hygiene Policy Staff Training Record
- QMR 018 Complaint Investigation Form
- QMR 019 Prerequisite Audit Checklist
- QMR 020 Knife Control Record
- QMR 021 Knife Breakage Report
- QMR 022 Goods in Inspection Record
- QMR 023 Equipment Cleaning Procedure
- QMR 024 Glass and Brittle Plastic Breakage Record
- QMR 025 Metal Detection Record
- QMR 026 First Aid Dressing Issue Record
- QMR 027 Cleaning Schedule
- QMR 028 Cleaning Record
- QMR 029 Engineering Hygiene Clearance Record
- QMR 030 Glass and Brittle Plastic Register
- QMR 031 GMP Audit Checklist
- QMR 032 Vehicle Hygiene Inspection Record
- QMR 033 Outgoing Vehicle Inspection Record
- QMR 034 Pre Employment Medical Questionnaire
- QMR 035 Visitor Questionnaire
- QMR 036 Product Recall Record

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## Quality & Safety Management System Record Templates

### QMR 001 Management Review

Management Review Meeting - Date xx month YEAR

**Meeting Objective**

To review and assess the effectiveness of the Food Safety Quality Management System and to continually improve site effectiveness at exceeding customer expectations.

**Attendees**  
 Site Director - Chairman  
 Operations Manager  
 Engineering Manager  
 Planning Manager  
 Distribution Manager  
 Technical Manager

Review Inputs		
	Performance, Review Comments & Details	Corrective or Preventative Action Required
Review of the Food Safety and Quality Policy	-	-
Review of Management Changes	-	-
Minutes and Follow-up actions from previous review meetings	-	-
Outstanding Non-conformances as a result of internal and external audits	-	-
Trends analysis of the results of internal and external audits	-	-
Results of internal, second and third-party audits	-	-

Document Reference QM 009 Management Review Revision 2  
 28 October 2009  
 Owned By: Quality Manager  
 Authorised By: Site Director

### QMR 010 Internal Audit Record

FOOD SAFETY MANAGEMENT SYSTEM AUDIT FORM			
DATE OF AUDIT		TIME OF AUDIT	
PROCEDURE DOCUMENT OR AREA AUDITED			
MANUAL	DOCUMENT NUMBER	TITLE	ISSUE NUMBER
NON-CONFORMANCES FOUND (To be completed by auditor)			
ACTION TO BE TAKEN (To be agreed between auditor and auditee with timescales)			
LOG CORRECTIVE ACTION REQUEST NUMBERS RAISED IN BOX BELOW:			
NAME (Auditor)		SIGNATURE (Auditor)	DATE
NAME (Auditee)		SIGNATURE (Auditee)	DATE
ACTIONS COMPLETE AND CORRECTIVE ACTIONS SIGNED OFF AUDIT FORM CLOSED			
NAME		SIGNATURE	DATE

Document Reference QMR 010 Internal Audit Record  
 Revision 2 1 December 2009  
 Owned By: Quality Manager  
 Authorised By: Site Director

### QM018 Customer Complaint Investigation Form

Product Details		
Nature of Complaint and Details		
Customer Name		
Customer Address		
Customer Contact Phone Number		
Date received	Use By Date	
Date of Production	Packing Line	
Production Start	Production End	
Complaint category	Quantity Produced	
Details of any other complaints received from this production run:		
Details for each area of Investigation		
Raw Materials		
Packaging		
CCP Checks		
Processing		
Filling/Packing		
Storage & Distribution		
Packaging details		
Laboratory Report		

Document Reference QMR 018 Complaint Investigation Form Revision 2  
 26 October 2009  
 Owned By: Quality Manager  
 Authorised By: Site Director

### QM021 Knife Loss Blade Breakage Report

Knife loss/Blade Breakage Incident Report	
Section A - for completion by Production Shift Manager	
Reported by:	
Incident risk:	
Date/time:	
Exact location:	
Knife lost/broken:	
Swept up by:	
Broom to be examined where?	
Sharps bin to be disposed where?	
Product code	
Product description:	
Product quantity:	
Product status & location:	
Corrective action taken:	
Section B - for completion by Technical Manager	
Corrective action adequate	
Corrective action complete	
Date:	
Signed:	

This Log is to be kept for 15 months

Document Reference QMR021 Knife Loss Blade Breakage Record  
 Revision 1 26 October 2009  
 Owned By: Quality Manager  
 Authorised By: Site Director

# BRC Storage and Distribution Quality and Safety Management System Implementation Workbook

## **Step Six: Training and Implementation**

A significant part of the implementation process is training. Job Descriptions should be available for all staff and they should be briefed and aware of their safety responsibilities.

A training matrix and plans should be drawn up for all staff and the relevant training given based on responsibility and authority.

Staff Training Matrix



Employee Number	Employee Name	Job Title	Training Course																			
			Introduction to ISO 22000	Understanding ISO 22000	Food Safety Team: ISO 22000 Implementation Guide	ISO 22000 Document Requirements Guide	Responsibility Training	Golden OHP Training	HACCP Training	Training Course Details Here	Training Course Details Here	Training Course Details Here	Training Course Details Here	Training Course Details Here	Training Course Details Here	Training Course Details Here	Training Course Details Here	Training Course Details Here	Training Course Details Here	Training Course Details Here	Training Course Details Here	
1	John Smith		3/2/10																			
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We have provided a Staff Training Matrix Template in Microsoft Excel Format.

For each employee and individual training record should be completed. QMR 002 Training Record is provided in the documentation pack as a template:

# BRC Storage and Distribution Quality and Safety Management System Implementation Workbook

## QMR 002 Training Record



### QMR 002 Training Record

<b>Name:</b>	<b>Employee Number:</b>
<b>Company Start Date:</b>	<b>Position:</b>
<b>Prior External Qualification(s), Skills &amp; Experience :</b>	

Period Training Required	Details of Internal Training or External Training Course	Dates of Training	Signed (Trainee)	Assessed as Competent Signed (Trainer)
<b>Weeks 1 - 4</b>	Induction			
	QMD 002 Quality Policy Briefing			
	QMD 003 Quality Objectives			
	Health and Safety Procedure			
	Records monitoring and control			
	Environment and Waste Management			
<b>Weeks 5 - 13</b>	Packing Procedure			
	Operating Procedure			
	Coding Procedure			
	Labelling Procedure			

Document Reference QMR 002 Training Record Revision 2  
26 February 2010  
Owned By: Training Manager  
Authorised By: Quality Manager



Basic Training should be given to all staff and also include:

- ✓ Job/Task Performance
- ✓ Company Safety and Quality Policies and Procedures
- ✓ Good Handling Practices
- ✓ Cleaning Procedures
- ✓ HACCP
- ✓ Product Quality
- ✓ Chemical Control
- ✓ Hazard Communication
- ✓ Emergency Preparedness
- ✓ Employee Safety
- ✓ Safety Regulatory Requirements/Quality Regulatory Requirements

The Safety Team should receive extra training:

- ✓ Internal Audit Training (Conducted in Step Seven)
- ✓ HACCP Training


# BRC Storage and Distribution Quality and Safety Management System Implementation Workbook

## Step Seven: Internal Auditing Training & Checklists


Internal Auditor Training - An interactive and illustrated Internal Audit training presentation to train your Internal Audit procedure.



Internal Audit Checklists are supplied to cover all the sections of the standard.


**BRC Global Standard for Storage and Distribution Gap Analysis**

BRC GAP ANALYSIS	
BRC GLOBAL STANDARD FOR STORAGE AND DISTRIBUTION	
RELEVANT REQUIREMENTS	Check Compliance
<b>SECTION 1 SENIOR MANAGEMENT COMMITMENT</b>	
<b>1.1 Senior Management Commitment and Continual Improvement</b>	
Is there evidence that senior management are fully committed to the implementation of the requirements of the Global standard for storage and distribution including provision of: adequate resources effective communication systems for review actions taken to identify and effect opportunities for improvement	
Is there a documented quality policy statement which authorized by an appropriate senior manager and communicated throughout the company?	
Is there evidence the senior management have provided the human and financial resources required to implement the requirements of the standard?	
Have senior management established objectives to maintain product safety, quality and legality in accordance with the quality policy?	
Are management reviews attended by the company's senior management and carried out at least annually?	
Does the management review include an evaluation of: previous management review minutes corrective action plans and timetables results of internal, customer and independent external audits customer performance indicators complaints and feedback incidents product rejections/returns wastage and resultant corrective and preventive action plans feedback from reviews of the hazard and risk analysis system resource requirements	
Are management review decisions and actions agreed communicated to appropriate staff?	
Are the actions agreed at the management review implemented within the agreed timescales?	

Document Reference BRC Gap Analysis 1 Senior Management Commitment Revision 1  
26<sup>th</sup> January 2011  
Owned by: Quality Manager  
Authorised By: Site Director


## BRC Storage and Distribution Quality and Safety Management System Implementation Workbook

### Systems are put in place to verify that the QSMS is implemented effectively including internal audits

So firstly make sure that your Internal Auditors are trained. At least one auditor should be a site expert and we recommend that they undertake a recognised Internal Auditor Course.

The Safety Team should define the methods, frequencies and responsibilities for verification activities.

Verification activities should put in place by the Safety Team to confirm the effective operation of the Quality & Safety Management System as well as internal audits verification can be Final Product Inspection and similar activities.

After training the Safety Team Leader should schedule Internal Audits. Refer to our Internal Audits Procedure as a guide.

The Internal Audit Schedule should be planned annually and designed to comprehensively cover all areas of the Quality & Safety Management system including procedures, policies and activities.

The Safety Team Leader should draw up the Internal Audit Schedule based on the following criteria:

- Risk associated with the procedure or activity
- Results of Previous audits
- Number of Corrective Actions raised or outstanding
- Customer Complaint Analysis
- Number of Preventative Actions raised or outstanding
- Results of the Management Review

# BRC Storage and Distribution Quality and Safety Management System Implementation Workbook

## The senior management team carry out management reviews

Senior management should review the company management systems, at a minimum, annually to ensure their continuing suitability, adequacy and effectiveness.

The review should include assessing the opportunity for improvements and the need for amendments to the systems. The proceedings of all reviews are to be documented. The review meeting is normally chaired by the most Senior Manager and includes Senior Management from Quality, Operations, Maintenance, Planning, and Distribution departments.

Review inputs include:

- Review of the Safety and Quality Policy
- Review of Management Changes
- Minutes and Follow-up actions from previous review meetings
- Outstanding Non-conformances as a result of internal and external audits
- Results of external second and third-party audits
- Trend analysis of Customer and Supplier complaints
- Analysis of the results of verification activities including internal hygiene/housekeeping and Hazard Control plan verification audits
- Quality Key Performance Indicators Review and trend analysis
- Emergencies and Accidents
- Operational performance and product conformity
- Corrective and preventive action status
- Safety incidents including labelling non-conformances, recalls, withdrawals, safety or legal issues
- Review of planning and development of the processes needed for the realisation of safe products including changes which could affect safety and the Hazard Control Plan (including legislation changes and safety related scientific information)
- Changes to policies and objectives
- Communication activities and effectiveness of communication
- Results of review and system updating
- Review of Resources and effectiveness of Training
- Recommended improvements
- Customer Feedback and Sales levels are reviewed to give an indication of trends