

Example Agenda for an Operational Review Meeting (monthly)

Agenda Item	Key Discussion Points
1. Previous minutes	Review and acceptance of previous minutes
2. Health & Safety	- Report of incidents - Report on any investigations - Actions to improve
3. Human Resources	Any critical/noteworthy issues such as vacancies, absenteeism, discipline, performance, motivation.
4. Financial Report	- Production costs (monthly and YTD against budget and forecast) - Procurement - Issues of waste and loss - Exceptional items
5. Operations	- Each section reports against KPIs, covering all areas of operations, with priority to current seasonal activities - Compliance to plan assessment (schedule vs actual) - Persistent problems - Plan for next month
6. Quality	All matters related to compliance, certification, and ultimate export requirements
7. Continuous Improvement (CI)	- Major improvement project(s) – full progress report - Key CI areas that have been selected as priority 5S (General workplace discipline and neatness) - Gemba walks and Leader Standard Work - Training
8. Communication	Decide on communication to all staff
9. Recognition	Highlight and recognise exceptional performance