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

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