

SITE SURVEY REPORT

Management Review Record

Prepared for	Pennine Edge Flooring Ltd
Date	20 Oct 2026
Site	Pennine Edge Flooring, Halifax
Prepared by	H. Adebayo

FORM

Management Review Record**1. Review details and attendees**

Project	Pennine Edge Flooring, Halifax: management review, April to September 2026 (completed example)
Site or premises address	Unit 12, Moorfield Works, Halifax HX3
Organisation	Pennine Edge Flooring Ltd
Location (GPS)	53.7186, -1.8402
Review date	20 Oct 2026
Chair	G. Lindqvist
Review reference	MR-2026-02
Management system	Quality (ISO 9001)
Period reviewed	April to September 2026
Type of review	Planned review
Previous review reference and date	MR-2026-01, 14 April 2026

Attendees 1: G. Lindqvist

Name	G. Lindqvist
Role	Managing director (chair)
Attendance	Present

Attendees 2: H. Adebayo

Name	H. Adebayo
Role	Quality manager
Attendance	Present

Attendees 3: C. Mahoney

Name	C. Mahoney
Role	Operations manager

Attendance	Present
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Attendees 4: E. Strand

Name	E. Strand
Role	Sales manager
Attendance	Sent a report instead
Attendees present	3

This record supports a management system record. It does not certify conformity with any standard. Your standard and your own procedure set what the review must cover: check that every input they require is on page 2.

ISO 9001. The ISO 9001 Auditing Practices Group (2016, written for ISO 9001:2015) says ISO 9001 requires top management to review the quality management system at planned intervals, to ensure its continuing suitability, adequacy and effectiveness. A separate meeting is not required, and the record can be minutes, a report or a presentation. ISO 9001:2026 replaced the 2015 edition on 16 September 2026.

2. Review inputs

Inputs reviewed 1: Progress on actions from the last review

Input	Progress on actions from the last review
Report or data looked at	Action list MR-2026-01
Status	Good: no concerns
Discussion and conclusion	5 of 6 actions done. Supplier scorecard moved to this review, now done.

Inputs reviewed 2: Results against objectives and evidence of improvement

Input	Results against objectives and evidence of improvement
Report or data looked at	KPI dashboard, September
Status	Some concerns
Discussion and conclusion	On-time delivery below target for three months. Other objectives met.

Inputs reviewed 3: Effectiveness of actions taken on risks and opportunities

Input	Effectiveness of actions taken on risks and opportunities
Report or data looked at	Risk register, issue 7
Status	Good: no concerns
Discussion and conclusion	Second adhesive supplier approved in June. No line stoppages since.

Inputs reviewed 4: Customer feedback

Input	Customer feedback
Report or data looked at	Complaints log and survey, 41 replies
Status	Some concerns
Discussion and conclusion	Fewer complaints, but 6 of 41 survey replies mention late fitting dates.

Inputs reviewed 5: Audit results

Input	Audit results
Report or data looked at	Internal audit summary Q2 and Q3, certification body report May 2026
Status	Good: no concerns
Discussion and conclusion	Three internal audits done to plan. One minor nonconformity open, due 31 Oct.

Inputs reviewed 6: Other input our standard or procedure requires

Input	Other input our standard or procedure requires
Which input	Changes to the standard
Report or data looked at	Transition plan from the certification body
Status	Some concerns
Discussion and conclusion	ISO 9001:2026 transition gap analysis not started.
Inputs reviewed	6
With some concerns	3
Significant concerns	0

3. KPIs and objectives

KPIs 1: On-time delivery

KPI or objective	On-time delivery
Unit	%
Better when	Higher is better
Target	95
Actual this period	92.4

Previous period	94.1
Result	Off target
Trend	Worse than last period
Why it is off target, and what is being done	Two fitters left in July. Booking is still based on full crews.

KPIs 2: Customer complaints

KPI or objective	Customer complaints
Unit	per month
Better when	Lower is better
Target	4
Actual this period	3
Previous period	5
Result	On target
Trend	Better than last period

KPIs 3: Internal rejects

KPI or objective	Internal rejects
Unit	% of output
Better when	Lower is better
Target	1.5
Actual this period	1.2
Previous period	1.4
Result	On target
Trend	Better than last period

KPIs 4: Training plan completed

KPI or objective	Training plan completed
Unit	%
Better when	Higher is better
Target	90

Actual this period	94
Previous period	88
Result	On target
Trend	Better than last period
KPIs reviewed	4
On target	3
Off target	1
KPIs on target (%)	75

One or more KPIs are off target. Where there is no sign of improvement against an objective, decide what to do on page 4: change the objective, or provide other means to improve the process.

4. Decisions and outputs

Decisions 1: Change of resources

Type	Change of resources
Decision	Recruit two fitters and use an agency crew until they start.
Based on	On-time delivery KPI, customer feedback
Resources agreed	Two fitter posts and agency budget to January

Decisions 2: Improvement plan or action

Type	Improvement plan or action
Decision	Book fitting dates against crews actually available, checked weekly.
Based on	On-time delivery KPI

Decisions 3: Change to the management system or processes

Type	Change to the management system or processes
Decision	Plan the move to ISO 9001:2026 with the certification body at the next surveillance visit.
Based on	Changes to the standard
Effect on other parts of the system considered?	Yes
Improvement plans	1

Changes to the system, policy or objectives	1
Resource decisions	1
Conclusion on the management system	Suitable, adequate and effective once the actions are done

5. Actions and sign-off

Off-target KPIs and significant concerns	1
Review result	Actions needed before the next review

Actions 1: Advertise two fitter posts and agree agency cover.

Action	Advertise two fitter posts and agree agency cover.
Priority	Within a month
Who will do it	C. Mahoney
Due by	13 Nov 2026
Status	In progress

Actions 2: Change the booking sheet to show available crews each week.

Action	Change the booking sheet to show available crews each week.
Priority	Within a month
Who will do it	C. Mahoney
Due by	6 Nov 2026
Status	Open

Actions 3: Do the ISO 9001:2026 gap analysis and agree a transition plan with the certification body.

Action	Do the ISO 9001:2026 gap analysis and agree a transition plan with the certification body.
Priority	Before the next audit
Who will do it	H. Adebayo
Due by	29 Jan 2027
Status	Open
Actions raised	3

Actions still open	3
Next review	Next review as planned
Date of the next review	13 Apr 2027
Summary for the organisation	The quality system is working. Three of four KPIs are on target. On-time delivery is below target because of fitter numbers; two posts agreed. Transition to ISO 9001:2026 to be planned.
Chair (top management) name	G. Lindqvist
Chair (top management) signature	

G. Lindqvist

Minutes taken by name	H. Adebayo
Minutes taken by signature	

H. Adebayo