

Date of Review: 27/01/2023

Minutes by: M Horton

In attendance:

- S Hartley:** Managing Director (Group)
- G Taylor:** General Manager (Laser Engineering)
- J Pickles:** General Manager (Special Projects)
- J Whittle:** General Manager (CCTV)
- D Connolly:** Director (Engineering/MC Centre)
- S Fitzpatrick:** Chief Executive Officer (WEC Machining)
- A England:** General Manager (HTA)
- I Bray:** IT Manager (Group)
- M Horton:** Quality Manager (Group)
- M Fitzgibbon:** General Manager (5750)
- A Radcliffe:** General Manager (Engineering)
- J Dinsdale:** General Manager (Sherburn Metal Work)
- L Burns:** General Manager (WECJET)
- D Summerlin:** Commercial Manager (Engineering)

Unavailable:

None



Inputs:

- A. The status of actions from the previous management review
- B. Feedback from the previous management review
- C. External and internal changes that are relevant to the integrated Management System
- D. Customer Satisfaction and feedback from interested parties
- E. The extent to which the set quality objectives have been met
- F. Non-conformities and corrective actions
- G. Audit results
- H. Supplier performance
- I. On-Time-Delivery performance
- J. The adequacy of resources
- K. The effectiveness of actions taken to address risks and opportunities
- L. Opportunities for improvement

Outputs:

- A. Opportunities for improvement
- B. Any need for changes in the integrated management system
- C. Resource needs
- D. Risks identified

Inputs:

A. The status of actions from the previous management review

CCTV Division:

Objective details	Responsible	Status	Performance	Comments
Additional resource requirements (strengthen team).	J Whittle	✓	Effective	No further issues
Procure more middle eastern export work.		✓	Effective	No further issues
Training of Sales staff on export requirements.		✓	Effective	No further issues
Stock system to work in conjunction with WEC database.		✓	Effective	No further issues

Laser/WEC Jet Division:

Objective details	Responsible	Status	Performance	Comments
Additional resource requirements (strengthen team).	G Taylor	✓	Effective	No further issues
Improve shop floor cleanliness/re-organise.		✓	Effective	No further issues
Improve security and H&S in way of new CCTV.		✓	Effective	No further issues
£1m order targets for plasma in 2022.		✓	Effective	No further issues

HTA Division:

Objective details	Responsible	Status	Performance	Comments
Implement WEC software/databases.	A England	✓	Effective	No further issues
Explore new markets to expand capabilities.		✓	Effective	No further issues
Implement cross training to allow flexibility in the workforce.		✓	Effective	No further issues
Achieve and maintain 95% or higher OTD to customers.		✗	Not Effective	Objective continued
Increase robot weld output form 8 hours to 16 hours.		✓	Effective	No further issues
Implement new apprentice program working with local schools/colleges.		✓	Effective	No further issues

5750 Division:

Objective details	Responsible	Status	Performance	Comments
Additional resource requirements (strengthen team).	M	✓	Effective	No further issues
Improve training of Operators.	Fitzgibbon	✓	Effective	No further issues

Engineering Division:

Objective details	Responsible	Status	Performance	Comments
Additional resource requirements (strengthen team).	D Connolly	✓	Effective	No further issues
Improve organization on the shop floor.		✓	Effective	No further issues
Improve nuclear orders.		✓	Effective	No further issues
Improve NCR reporting system to enhance customer satisfaction.		✓	Effective	No further issues

Special Projects Division:

Objective details	Responsible	Status	Performance	Comments
Explore new markets to expand capabilities.	J Pickles	✓	Effective	No further issues
Improve transportation of jobs by purchasing a new 18T vehicle.		✓	Effective	No further issues

Sherburn Metalwork Division:

Objective details	Responsible	Status	Performance	Comments
Implement laser cutting and folding services to enhance capabilities.	R Dowling	✓	Effective	No further issues
Improve factory layout for improved process flow.		✓	Effective	No further issues
Development of key staff by training.		✓	Effective	No further issues

WEC Machining Division:

Objective details	Responsible	Status	Performance	Comments
Explore new markets to expand capabilities.	S Fitzpatrick	✓	Effective	No further issues
Additional resource requirements (strengthen team).		✓	Effective	No further issues
Design and build a new range of machines for Clarendon Brand to enhance customer satisfaction.		✓	Effective	No further issues
Introduce weekend and night shift to enhance customer satisfaction.		✓	Effective	No further issues

Group IT/development Function:

Objective details	Responsible	Status	Performance	Comments
Implementation of the WEC software/database in the HTA division so HTA use the same system as the rest of the WEC Group.	I Bray	✓	Effective	No further issues
Enhance IT security throughout the WEC Group.		✗	Not Effective	Still on-going
All servers and PC operating systems are up-to-date and all unnecessary software is removed.		✗	Not Effective	Still on-going
Replace the old IT servers for Darwen and HTA sites.		✓	Effective	No further issues

Group Quality Function:

Objective details	Responsible	Status	Performance	Comments
Group Quality Manager to create a 2-year top level improvement plan. 2022 and 2023 refers.	M Horton	✓	Effective	All implemented actions to date have been effective.

B. Feedback from the previous management review

- Positive feedback from all the senior management team, but keen to see new key objectives started.

C. External and internal changes that are relevant to the integrated Management System

- Changes effecting the combined management system shown (master KPI/changes tab refers).

D. Customer Satisfaction and feedback from interested parties

- Customer feedback is currently received verbally or written from customers
- All customer feedback has been positive which has resulted in repeat orders and new orders by external communications
- WEC Group owners have provided positive feedback direct to all the senior managers

E. The extent to which the set quality objectives have been met

Division	Number of set objectives	Percentage achieved by target date	Comments
5750	3	75%	Any objectives that have not been achieved will be reviewed and considered for adding into the new set objectives for 2023.
CCTV	5	0%	
Engineering	3	75%	
HTA	3	0%	
Laser	3	75%	
WEC Machining	5	20%	
Sherburn Metalwork	3	0%	
Special Projects	3	75%	

F. Non-conformities and corrective actions

Division	Total No NCRs	Average per month	Set target per month	Progress	Comments
5750	69	5.75	5	↗	Reduction of internal NCRs plan has seen a significant reduction from Q4 2022.
CCTV	50	4.1	5	↘	Completion of corrective actions more effective from Q3.
Engineering	93	7.75	10	↘	More effective capturing of internal issues. Up-turn expected, then down-turn by Q4 2023.
HTA	92	7.6	5	↗	More effective capturing of internal issues. Up-turn expected, then down-turn by Q3 2023.
Laser	526	43.8	35	↗	Completion of corrective actions more effective from Q2 2022.
WEC Machining	66	5.5	4	↗	Completion of corrective actions more effective from Q4 2022.
Sherburn Metalwork	73	6.0	5	↗	More effective capturing of internal/external issues. Up-turn expected, then down-turn by Q4 2023.
Special Projects	52	4.3	5	↘	More effective capturing of internal/external issues. Up-turn expected, then down-turn by Q3 2023.

G. Audit results (Compliance Only-Internal/external and customer) NEW format for 2022.

Division	Total No NCRs	Set Target	Progress	Required Actions/Notes
5750	0	N/A for 2022	N/A	No previous data available for this new format.
CCTV	1			
Engineering	3			
HTA	2			
Laser	0			
WEC Machining	5			
Sherburn Metalwork	5			
Special Projects	3			

H. Supplier performance (Top 5 suppliers with the worst rejection rate)

Suppliers	Total No NCRs	Purchase count	Percentage against orders	Required Actions/Notes
Aalco	12	1029	0.0116%	<p style="text-align: center;">All supplier rejects are below the set target.</p> <p style="text-align: center;">Set supplier targets:</p> <p>The group quality function will conduct an assessment to see if improvements are needed when:</p> <ol style="list-style-type: none"> 1. A supplier reaches 5% of non-conformances from providing between 20 and 50 orders. 2. A supplier reaches 3% of non-conformances from providing between 51 and 100 orders. 3. A supplier reaches 1.5% of non-conformances from providing over 100 orders.
WEC Laser	17	3585	0.0047%	
WEC machining	6	1353	0.0044%	
WEC powder coat	5	4261	0.0011%	
Premier Galv	5	10	0.5%	

I. On-Time-Delivery performance

Suppliers	Average percentage on time	Set target	Progress	Required Actions/Notes
5750	72%	90%	↗	Increase of 26% compared to 2021.
CCTV	N/A	N/A	N/A	Not measured due to customer agreements.
Engineering	82%	85%	↗	Increase of 18% compared to 2021.
HTA	78%	95%	↗	Increase of 1% compared to 2021.
Laser	79%	85%	↗	Increase of 13% compared to 2021.
WEC Machining	72%	90%	↘	Decrease of 4% compared to 2021.
Sherburn Metalwork	53%	95%	N/A	Data not available for 2021.
Special Projects	63%	85%	N/A	Data not available for 2021.

J. The adequacy of resources (main examples listed)

- Coordination of operational activities: Divisional managers and supporting staff.
- Coordination of quality activities: Group quality manager and supporting staff.
- Coordination of Health & Safety and Environmental activities: Group H&S Officer and supporting staff.
- Coordination of Maintenance activities: Group maintenance manager and supporting staff.
- Facilities in place for all activities.
- Hardware and software in place for all activities

K. Opportunities for improvement

- Group Quality 2-year improvement plan in place for 2022-2023. (PDCA process)
- Divisional quality objectives set.

Outputs:

L. Opportunities for improvement

- Group Quality 2-year improvement plan in place for 2022-2023.
- Divisional quality objectives set

M. Any need for changes in the quality management system

- QMS changes are recorded and controlled within the Group Quality 2-year improvement plan for 2022-2023
- Main changes are:
 - Transition from the `business excellence manual` to a more user-friendly and effective processed based QMS
 - Fully interrogate the Quality, Health, Safety & Environmental management system

N. Resource needs

- New H&S Manager/Officer to be put in place ASAP to replace previous person.
- Various personnel roles are advertised through various divisions due to growing customer orders. Note: This does not compromise the effectiveness of the QMS

O. Risks identified

- SWOT analysis in place for all divisions
- FMEA in place as and when required