

R&M POLICY · QUALITY

Quality Management Policy

Including the Complaints Procedure and Non-Conformance Management

R&M Property Group Ltd

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1. Chair & CEO's Quality Statement

R&M Property Group Ltd is committed to delivering construction and development projects to the highest standards of quality. Our reputation depends on the quality of what we build, the reliability of our programme delivery, and the experience we provide to clients, end users, and the communities in which we work.

Quality is not an afterthought or a snagging exercise at handover - it is built into every stage of a project, from feasibility and design through procurement, construction, commissioning, and completion. This policy establishes the management system, procedures, and responsibilities that ensure quality is planned, delivered, inspected, and continuously improved across every part of our business.

Where things go wrong - and in construction they sometimes do - this policy sets out clear procedures for handling complaints and managing non-conformances so that issues are resolved promptly, root causes are addressed, and lessons are learned to prevent recurrence. I am personally accountable for the effectiveness of this system and expect every member of the R&M team and our supply chain to share this commitment.

Thom McKenna, Chair & Chief Executive Officer - R&M Property Group Ltd

2. Purpose and Scope

2.1 Purpose

This policy defines R&M Property Group Ltd's quality management system (QMS) and demonstrates how it is applied effectively throughout the company. Specifically, it:

- Establishes the quality standards, processes, and controls applied at each project stage.
- Sets out the complaints procedure for clients, end users, stakeholders, and members of the public.
- Defines the procedure for managing non-conformance in products and services - from identification through investigation, correction, root cause analysis, and preventive action.
- Describes how quality management arrangements are communicated to the workforce, clients, and supply chain.
- Provides a framework for monitoring, measuring, and continuously improving quality performance.

2.2 Scope

This policy applies to all activities undertaken by R&M Property Group Ltd, including:

- Property development, development management, and design and build construction as principal contractor.
- Design management and coordination with design team partners.
- Procurement and management of subcontractor packages and materials.
- Construction, installation, and commissioning on all R&M sites.
- Handover, defects liability, and aftercare services.
- Office-based functions including estimating, planning, commercial management, and administration.

It applies to all R&M employees, subcontractor firms and their operatives, consultants, designers, and any other persons contributing to R&M project delivery.

3. Quality Management Framework

R&M's quality management system is structured around the Plan-Do-Check-Act cycle and is aligned with the principles of ISO 9001:2015 and BS 99001:2022 (Quality Management Systems for the Built Environment). While R&M does not currently hold formal certification to these standards, the company operates a documented QMS that follows their framework and is committed to achieving certification as the business grows its framework delivery portfolio.

R&M is a registered member of the Supply Chain Sustainability School, the construction industry's leading free learning platform for sustainability and management best practice. The company's management team has completed the Supply Chain School's Quality Management learning pathway, which covers right-first-time culture, the cost of non-conformance, process-based quality management, leadership engagement, continual improvement, and supply chain quality assurance. Completion of this accredited learning pathway demonstrates R&M's commitment to embedding industry-recognised quality management principles across the business and ensures that the company's QMS is aligned with current sector best practice and the expectations of public sector framework clients.

3.1 Plan - Quality Planning

Quality planning begins before construction starts and establishes the standards, inspection points, and acceptance criteria for each project:

- **Project Quality Plan (PQP):** A project-specific quality plan is produced for every project, setting out the quality objectives, key deliverables, inspection and test plan (ITP), hold points, witness points, document control arrangements, and the roles responsible for quality at each stage. The PQP is developed by the site manager with input from Frans Coetzee, Quality Manager, and is approved by the project manager before work commences.
- **Inspection and Test Plan (ITP):** The ITP lists every inspection, test, and check required throughout the project - from foundations through structure, envelope, MEP, fit-out, and external works. Each item specifies the standard or specification to be met, the frequency of inspection, who is responsible, whether it is a hold point (work stops until inspected) or a witness point (work may proceed if the inspector is unavailable but must be recorded), and the records to be generated.
- **Design quality review:** R&M's design team (Graham Stevenson, Principal Designer, and Ian Jones, Design Manager, VIEW Architects) undertakes design reviews at each RIBA stage to verify that design outputs meet the brief, comply with Building Regulations, and are buildable. Design review records are retained on the project quality file.
- **Material and product specifications:** Specifications are agreed during pre-construction and procurement. Materials are selected based on compliance with relevant British and European standards, manufacturer warranties, sustainability credentials, and whole-life performance. Substitutions require formal approval through the design change process.

3.2 Do - Quality Delivery

During construction, quality is managed through:

- **Workmanship standards:** R&M communicates clear workmanship expectations to every subcontractor through the pre-start meeting, the subcontract order, and the package-specific quality requirements. Reference is made to relevant codes of practice, manufacturer installation guides, and NHBC Standards (where applicable) as the minimum benchmark.
- **First-fix quality reviews:** Before any element is covered up (for example, before plasterboard is fixed over services, before screed is laid over underfloor heating, before cladding covers structural connections), a first-fix quality inspection is carried out by the site manager or supervisor. This is a mandatory hold point - work does not proceed until the inspection is passed and recorded.
- **Material receipt and storage:** Materials are checked on delivery against the order, specification, and delivery note. Damaged, incorrect, or non-compliant materials are rejected, quarantined, and recorded as a non-conformance. On-site storage is managed to prevent damage, contamination, or deterioration.
- **Subcontractor supervision:** R&M site managers and supervisors actively monitor subcontractor workmanship throughout each package. Issues are raised immediately with the subcontractor supervisor and, if not resolved, escalated through the non-conformance procedure.

3.3 Check - Quality Inspection and Verification

R&M verifies quality through a structured programme of inspections, tests, and audits:

- Daily visual inspections by site supervisors during routine site walkarounds.
- Hold point inspections at critical stages as defined in the ITP - no work proceeds past a hold point until the inspection is completed and signed off.
- Pre-plaster checks, MEP first-fix inspections, waterproofing inspections, and fire stopping inspections as specific hold points.
- Testing and commissioning of MEP installations (pressure testing, air tightness, electrical testing, commissioning of heating, ventilation, and controls).
- Third-party inspections where required - Building Control, warranty provider (NHBC, LABC, or equivalent), structural engineer, fire engineer, and acoustic consultant.
- Independent monthly site audits by Spectre Safety, R&M's external health, safety and environmental adviser, including a check that inspection records, hold point sign-offs and non-conformance close-out are up to date.
- Pre-completion inspections and snagging surveys carried out by the site manager, project manager, and client representative before sectional or practical completion.
- Post-completion inspections during the defects liability period (typically 12 months) to identify and rectify any latent defects.

3.4 Act - Continuous Improvement

Quality data is analysed and acted upon to drive continuous improvement:

- Non-conformance data is reviewed monthly to identify trends - recurring issues by trade, element, material, or subcontractor are flagged for targeted intervention.
- Complaint data is reviewed quarterly to identify systemic issues and measure resolution effectiveness.
- Lessons learned are captured at project completion through a structured close-out review attended by the project team, key subcontractors, and the client. Findings are documented and circulated to all project managers for incorporation into future projects.

- Supply chain quality performance is tracked through the subcontractor performance review system and informs future procurement decisions.
- Client satisfaction feedback is sought at practical completion and at the end of the defects liability period, and is reviewed by the board.
- Industry benchmarking through membership of the Supply Chain Sustainability School - R&M's quality management practices are assessed against the School's maturity framework, and the learning pathway modules provide a structured route for identifying improvement opportunities informed by cross-industry best practice.

4. Complaints Procedure

R&M takes all complaints seriously. A complaint is any expression of dissatisfaction with R&M's products, services, conduct, or performance, whether from a client, end user, neighbour, member of the public, subcontractor, or any other party. The procedure applies to complaints received at any stage - during construction, at handover, during the defects liability period, or after final completion.

4.1 How to Make a Complaint

Complaints can be submitted through any of the following channels:

- In writing (letter or email) to the project manager or site manager responsible for the project.
- By email to the company's central complaints address: complaints@randmproperty.co.uk.
- By telephone to the R&M office, where the complaint will be recorded and passed to the relevant project manager.
- In person to any R&M manager or supervisor, who will record the complaint and escalate it.
- Via the client's own reporting channels (for example, the framework client's portal or contract administrator), which are monitored and responded to by the R&M project manager.

All complaints are recorded regardless of the channel through which they are received. Anonymous complaints are accepted and investigated where sufficient information is provided.

4.2 Acknowledgement

All complaints are acknowledged in writing within 2 working days of receipt. The acknowledgement confirms:

- The complaint has been received and recorded.
- A unique complaint reference number.
- The name and contact details of the person who will investigate and respond.
- The expected timescale for a full response (see below).

4.3 Investigation

The complaint is investigated by the project manager (or, if the complaint relates to the project manager's conduct, by Jon Scurr, Director of Operations). The investigation:

- Establishes the facts - what happened, when, where, and the impact on the complainant.
- Reviews relevant records - inspection reports, photographs, correspondence, subcontractor records, meeting minutes.
- Consults with relevant parties - site team, subcontractors, design team, the complainant (where appropriate and with their consent).

- Identifies the root cause - not just what went wrong, but why.
- Determines the appropriate corrective action - remedy, repair, replacement, compensation, apology, process change, or a combination.

4.4 Response Timescales

- **Urgent complaints** (safety concern, water ingress, loss of heating/hot water, security issue): initial response and, where possible, temporary remedy within 24 hours. Full resolution within 5 working days.
- **Standard complaints** (defective workmanship, incomplete work, cosmetic damage, noise/disruption, communication concerns): full written response within 10 working days of acknowledgement.
- **Complex complaints** (structural issues, design disputes, contractual claims, multi-party issues): full written response within 20 working days. If the investigation requires longer, the complainant is updated at 10-day intervals with a revised timescale.

4.5 Resolution and Close-Out

The written response to the complainant sets out:

- The findings of the investigation.
- The corrective action to be taken, with timescales.
- Any preventive action to stop the issue recurring.
- An apology where R&M is at fault.

The complaint is closed out only when the corrective action has been completed and, where possible, the complainant has confirmed they are satisfied with the outcome. If the complainant is not satisfied, they may escalate the complaint to Thom McKenna, Chair & CEO, for a final review. If the complaint relates to a framework project, the framework manager or contracting authority is informed of the complaint and its resolution as part of the regular performance reporting.

4.6 Escalation

If the complainant remains dissatisfied after the Chair & CEO's review, R&M will:

- Offer mediation through an independent third party where appropriate.
- Advise the complainant of any contractual dispute resolution mechanisms available (adjudication, arbitration, or litigation as specified in the contract).
- Cooperate fully with any complaint process operated by the framework client or contracting authority.

4.7 Complaints Register

All complaints are recorded on a central complaints register, which captures:

- Date received, complainant details, complaint reference number.
- Nature and category of the complaint.
- Project and persons involved.
- Investigation findings and root cause.
- Corrective and preventive actions taken.
- Date resolved and complainant satisfaction.

The complaints register is reviewed quarterly by Thom McKenna and Jon Scurr to identify trends, assess the effectiveness of corrective actions, and determine whether systemic

changes to processes or training are required. A summary of complaints data is included in the annual management review.

5. Non-Conformance Management Procedure

A non-conformance (NC) is any product, material, workmanship, service, or process that does not meet the specified requirement - whether that requirement comes from the design, specification, Building Regulations, manufacturer instructions, code of practice, contract, or R&M's own quality standards. The non-conformance procedure ensures that every NC is identified, recorded, investigated, corrected, and prevented from recurring.

5.1 Types of Non-Conformance

Product non-conformance: Materials, components, or products that do not meet the specified standard - damaged on delivery, incorrect specification, counterfeit or uncertified products, products past their shelf life, or products without the required test certificates or declarations of performance.

Workmanship non-conformance: Construction output that does not meet the required standard - defective brickwork, poor jointing, misaligned components, inadequate fire stopping, substandard decoration, incorrect falls on drainage, failed pressure tests, air tightness failures, or work not in accordance with the approved method statement.

Service non-conformance: Failures in the delivery of R&M's management, coordination, or administrative functions - missed inspections, incomplete documentation, failure to communicate design changes, late issue of information, inadequate supervision, or failure to follow the agreed programme.

Process non-conformance: Departures from R&M's documented procedures - work proceeding past a hold point without inspection, risk assessments not updated, method statements not briefed, permits not obtained, or document control failures.

5.2 Identification and Reporting

Non-conformances can be identified and reported by any person:

- Site managers and supervisors during daily inspections and hold point inspections.
- Subcontractor operatives or supervisors who identify a problem with materials, design information, or adjacent work.
- Third-party inspectors - Building Control, warranty provider, structural engineer, or client representative.
- The design team identifying a discrepancy between constructed work and the design intent.
- The client or end user identifying a defect during an inspection or after occupation.
- Testing and commissioning engineers identifying failed tests.

When a non-conformance is identified, the person who identified it reports it to the site manager immediately. If the non-conformance poses a safety risk, work in the affected area is stopped until the issue is assessed.

5.3 Recording

The site manager records the non-conformance on a Non-Conformance Report (NCR), capturing:

- Unique NCR number, date, project, and location.
- Description of the non-conformance - what was found, where, and how it deviates from the requirement.
- The requirement it fails to meet (specification clause, drawing reference, regulation, standard, or procedure).
- Photographic evidence.
- Immediate containment action taken (for example, stopping work, isolating defective materials, making the area safe).
- Category: product, workmanship, service, or process.
- Severity: minor (cosmetic or easily rectified with no programme impact), major (requires significant rework, affects programme or other trades), or critical (safety risk, structural concern, regulatory non-compliance, or potential for concealment).

5.4 Investigation and Root Cause Analysis

All major and critical non-conformances are investigated to determine the root cause. The investigation is led by the site manager, with support from Frans Coetzee, Quality Manager, for major NCs, and from Phillip Hollingworth, Compliance Officer, where the NC has safety implications. The investigation uses the 5 Whys technique or a similar root cause analysis methodology to move beyond the immediate cause to the underlying systemic issue. Common root causes in construction include:

- Inadequate or unclear design information.
- Specification not communicated to the operative or supervisor.
- Insufficient training or competence for the task.
- Incorrect materials delivered or used.
- Programme pressure leading to rushed work or skipped inspections.
- Subcontractor not following their own method statement.
- Inadequate supervision by R&M or the subcontractor.
- Environmental conditions affecting workmanship (temperature, moisture, lighting).
- Design change not communicated to site.

5.5 Corrective Action

The NCR specifies the corrective action required to bring the non-conforming work, product, or service into compliance:

- **Rework:** The defective work is removed and re-executed to the required standard. The subcontractor responsible bears the cost of rework unless the non-conformance was caused by R&M (for example, incorrect information issued by R&M).
- **Repair:** The defective work is repaired in situ to achieve the required standard, where full removal is disproportionate and the repair method is agreed with the designer and, where applicable, the warranty provider.
- **Concession:** In exceptional cases, the non-conforming work may be accepted as-is through a formal concession. Concessions require the written agreement of the designer, the client, and (where applicable) Building Control and the warranty provider. Concessions are not used to avoid rework for convenience - they are reserved for situations where the deviation does not compromise safety, performance, durability, or regulatory compliance. All concessions are recorded on the NCR.
- **Rejection and replacement:** Non-conforming materials are rejected, quarantined (marked and separated from compliant materials), and returned to the supplier or disposed of. Replacement materials are inspected on receipt before use.

Corrective actions are assigned to a named person with a target completion date. The site manager verifies completion through re-inspection, and the NCR is closed out with the date of verification and photographic evidence of the corrected work.

5.6 Preventive Action

For every major and critical non-conformance, the investigation identifies a preventive action to stop the issue recurring. Preventive actions may include:

- Revising the method statement or risk assessment.
- Additional training or briefing for operatives or supervisors.
- Changing the material specification or supplier.
- Increasing the frequency or scope of inspections.
- Adding a new hold point to the inspection and test plan.
- Issuing a quality alert to all projects (for issues with potential to recur elsewhere).
- Addressing the subcontractor's performance through the supply chain review process.
- Raising the issue with the design team if the root cause is a design or specification problem.

Preventive actions are tracked to completion on the project action log and reviewed at the monthly quality review.

5.7 Non-Conformance Register and Trend Analysis

Every project maintains a non-conformance register. At company level, Frans Coetzee consolidates NC data from all projects monthly and produces a trend analysis report identifying:

- The most common types of non-conformance (by trade, element, material, and subcontractor).
- Trends over time - are NC rates improving or deteriorating?
- Repeat non-conformances - issues that have recurred despite previous corrective action, indicating that the preventive action was ineffective.
- Cost of non-conformance - rework costs, programme delays, and any third-party costs attributable to quality failures.

The trend analysis is reviewed at the quarterly management review and informs targeted improvement initiatives, training programmes, and supply chain performance discussions.

6. Communication of Quality Management Arrangements to the Workforce

Quality management arrangements are only effective if every person involved in delivery understands their role, the standards expected, and the processes for reporting and resolving quality issues. R&M communicates quality arrangements through the following mechanisms:

6.1 Site Induction

Every person inducted onto an R&M site receives a quality briefing as part of the site induction. This covers:

- R&M's commitment to quality and the zero-tolerance approach to sub-standard work.
- The project-specific quality plan, key hold points, and the right to stop work if quality is compromised.

- How to report a quality concern or non-conformance.
- The complaints procedure and how it protects anyone who raises a concern.
- Workmanship standards and reference documents for the project.

Induction attendance is recorded and retained. New starters confirm their understanding of the quality requirements as part of the induction sign-off.

6.2 Pre-Start Package Meetings

Before each subcontractor package commences, a pre-start meeting is held that specifically addresses quality:

- The specification and workmanship standards for the package, with reference to relevant codes of practice and manufacturer installation guides.
- The inspection and test plan - which inspections are hold points, what will be checked, and who is responsible.
- Sample and benchmark requirements - where applicable, a sample panel, room, or section is constructed first for approval before full production proceeds.
- Interface quality - how the subcontractor's work interfaces with preceding and following trades, and the quality expectations at each interface.
- The non-conformance procedure and what happens if work does not meet the standard.

Pre-start meeting minutes are recorded, circulated to all attendees, and retained on the project quality file.

6.3 Task Briefings and Toolbox Talks

Quality is integrated into the regular task briefing and toolbox talk programme:

- Task briefings before each activity include the quality requirements, inspection points, and acceptance criteria alongside the safety and method statement content.
- Toolbox talks addressing quality topics are delivered at least monthly - covering themes such as getting it right first time, reporting defects early, understanding the specification, workmanship standards for specific trades, and lessons learned from non-conformances on this or other projects.
- Where a significant non-conformance has occurred, a targeted quality briefing is delivered to all affected operatives within 48 hours, explaining what went wrong, the corrective action, and how to prevent recurrence.

Attendance at all briefings and toolbox talks is recorded and retained.

6.4 Quality Notice Boards and Visual Standards

Each R&M site displays quality information in the welfare area and at key work locations:

- The project quality plan summary and key hold points.
- Approved sample photographs - the visual benchmark for workmanship standards.
- Current quality alerts and lessons learned from recent non-conformances.
- The complaints procedure and non-conformance reporting process.
- Quality performance data - number of NCRs, close-out rates, and trends - updated monthly.

6.5 Subcontract Documentation

Quality management requirements are embedded in R&M's subcontract terms and conditions:

- The subcontract order includes the project specification, quality plan, ITP, and the requirement to comply with R&M's non-conformance procedure.

- Subcontractors acknowledge their obligation to deliver work to the specified standard and to rectify non-conforming work at their own cost.
- Subcontractors are required to cooperate with R&M's inspection programme and to provide their own quality records (test certificates, commissioning data, material certifications) as a condition of payment.

6.6 Employee Training and Development

R&M provides quality management training appropriate to each role:

- Site managers and supervisors receive training in quality planning, inspection techniques, non-conformance reporting, root cause analysis, and the complaints procedure.
- Operatives receive trade-specific quality awareness training, focusing on the standards relevant to their work and the importance of self-inspection before moving on.
- Office-based staff involved in estimating, procurement, and design coordination receive training in specification management, document control, and the quality implications of their decisions.
- Training records are maintained by Phillip Hollingworth and are available for audit.

6.7 Supply Chain Sustainability School - Quality Management Pathway

R&M is a registered member of the Supply Chain Sustainability School (www.supplychainschool.co.uk), the construction industry's leading collaborative learning platform. The School is supported by over 200 partner organisations across the built environment sector and provides free, accredited training resources aligned to current industry standards and public sector procurement expectations.

R&M's management team has completed the Supply Chain School's Quality Management learning pathway, which covers:

- The principles of right-first-time delivery and the true cost of non-conformance in construction.
- Process-based quality management aligned to ISO 9001 and BS 99001 principles.
- Customer focus - understanding and meeting client requirements, measuring satisfaction, and closing the feedback loop.
- Leadership engagement and creating a culture where quality is everyone's responsibility, not delegated to a single quality manager.
- Continual improvement through data - using non-conformance trends, complaint analysis, and lessons learned to drive measurable improvements.
- Supply chain quality management - extending quality expectations through pre-qualification, performance monitoring, and collaborative improvement.

Completion of the learning pathway is evidenced through the Supply Chain School's online platform and forms part of R&M's CPD records. R&M encourages supply chain partners to register with the School and complete the relevant learning pathways, and signposts subcontractors to the platform through the pre-qualification process and pre-start meetings. The School's resources are also used to supplement R&M's internal toolbox talk programme, providing access to industry-leading training materials on quality, sustainability, and management topics at no additional cost.

6.8 Client and Framework Reporting

Quality management performance is reported to clients and framework bodies through:

- Monthly project reports including quality inspection results, NCR status, and any open corrective actions.
- Framework KPI submissions covering defect rates, complaint numbers and resolution times, client satisfaction scores, and right-first-time metrics.
- Post-completion reports summarising quality performance over the project lifecycle, lessons learned, and client feedback.

7. Supply Chain Quality Management

R&M's quality management extends to the full supply chain:

7.1 Pre-Qualification

Subcontractors and suppliers are assessed for quality capability through the Pre-Qualification Questionnaire, which includes questions on quality management systems, inspection arrangements, training, previous quality performance, and references. Firms with a track record of non-conformance or poor quality on R&M or other projects are not appointed.

7.2 Performance Monitoring

Subcontractor quality performance is monitored throughout each project and recorded on the subcontractor performance scorecard. Metrics include:

- Number and severity of non-conformances attributable to the subcontractor.
- Response time and effectiveness of corrective actions.
- Right-first-time rate at hold point inspections.
- Quality of documentation (test certificates, commissioning records, O&M data).
- Cooperation with the inspection programme and pre-start quality requirements.

7.3 Performance Review

Subcontractor quality performance is reviewed formally at project completion and feeds into the supply chain performance review chaired by Louis Howard, Procurement Manager. Firms that consistently deliver high quality are recognised as preferred subcontractors. Firms with persistent quality issues are subject to improvement plans, enhanced supervision, or removal from the approved list.

7.4 Material and Product Quality

R&M ensures material and product quality through:

- Specification compliance checks at procurement stage - materials are ordered against the approved specification and any proposed substitutions require formal approval.
- Delivery inspection - materials are checked on arrival against the order, specification, and delivery note. Test certificates, declarations of performance, and certification marks (CE/UKCA) are verified.
- Storage and handling - materials are stored in accordance with manufacturer recommendations to prevent damage or deterioration. Site storage arrangements are inspected regularly.
- Traceability - for safety-critical materials (structural steel, fire-rated products, cladding, insulation), full traceability is maintained from manufacturer to installed location, in compliance with the Building Safety Act 2022.

8. Key Performance Indicators

R&M tracks the following quality KPIs across all projects:

- Non-conformance rate: number of NCRs per £1m of project value (target: reducing year on year).
- Right-first-time rate at hold point inspections (target: 90% or above).
- NCR close-out rate: percentage of NCRs closed within the agreed timescale (target: 95%).
- Complaint response: percentage of complaints acknowledged within 2 working days (target: 100%).
- Complaint resolution: percentage of complaints resolved within the applicable timescale (target: 90%).
- Client satisfaction score: measured at practical completion and end of defects liability period (target: 8/10 or above).
- Defects at handover: number of snagging items per unit or per 1,000m² at practical completion (target: reducing year on year).
- Cost of non-conformance: total rework and remediation costs as a percentage of project value (target: below 0.5%).

KPIs are reported monthly at project level, quarterly at company level, and annually in the management review. Targets are reviewed and adjusted each year based on the previous year's performance.

9. Responsibilities

Thom McKenna, Chair & Chief Executive Officer:

- Overall accountability for the quality management system and this policy.
- Final escalation point for unresolved complaints.
- Annual management review of quality performance.
- Ensuring adequate resources are provided for quality management activities.

Jon Scurr, Director of Operations:

- Oversight of quality performance across all projects.
- Investigation of complaints escalated beyond project manager level.
- Quarterly review of complaint and non-conformance trends.
- Ensuring project managers deliver the QMS on their projects.

Frans Coetzee, Quality Manager:

- Development and maintenance of the quality management system documentation.
- Consolidation and trend analysis of non-conformance data across all projects.
- Support to site managers on investigation and root cause analysis for major and critical NCs.
- Internal quality audits across the project portfolio.
- Advice on quality standards, inspection techniques, and best practice.
- Driving continuous improvement initiatives based on quality data.

Phillip Hollingworth, H&S Adviser (Spectra Safety):

- Delivery of quality-related training (risk assessment, inspection, non-conformance reporting).
- Investigation support where non-conformances have safety implications.

- Maintaining training records and competence evidence.

Graham Stevenson, Principal Designer (VIEW Architects):

- Design quality reviews at each RIBA stage.
- Communication of design intent and specification requirements to the construction team.
- Review and approval of material substitutions and design changes.

Louis Howard, Procurement Manager (Enabl):

- Pre-qualification of subcontractors and suppliers for quality capability.
- Inclusion of quality requirements in subcontract terms and purchase orders.
- Supply chain performance reviews incorporating quality metrics.

Site Managers:

- Production and implementation of the project quality plan and ITP.
- Day-to-day quality inspection, hold point management, and non-conformance reporting.
- First-line investigation and resolution of complaints and non-conformances.
- Communication of quality requirements to the workforce through inductions, briefings, and toolbox talks.
- Maintaining the project quality file, NCR register, and all inspection records.

All Workers:

- Delivering work to the specified standard and self-inspecting before moving on.
- Reporting quality concerns, defects, and non-conformances promptly.
- Participating in quality briefings and training.
- Following the approved method statements and specifications.

10. Related Policies and Documents

This policy should be read in conjunction with:

- Risk Management Policy (RM-RMP-001).
- Behavioural Safety Programme (RM-BSP-001).
- Financial Due Diligence & Subcontractor Selection Policy (RM-FDD-001).
- Environmental, Social and Governance (ESG) Policy (RM-ESG-001).
- Anti-Bribery and Corruption Policy (RM-ABC-001).
- CDM 2015 Arrangements and Construction Phase Plans.
- Subcontractor Pre-Qualification Questionnaire.
- Site Induction Procedure.

11. Document Review

This policy is reviewed at senior management level at least annually, at the management review chaired by the Chair & CEO and attended by the Director of Operations and the Quality Manager, or sooner in response to:

- Changes in legislation, Building Regulations, or industry standards.
- Significant quality failures, complaints, or enforcement action.
- Client, framework or contracting authority requirements.
- Findings from internal or external audits.
- Feedback from clients, the workforce, or the supply chain.

- Organisational changes or the introduction of new construction methods or technologies.

Document Owner: Thom McKenna, Chair & Chief Executive Officer

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Approved and Signed

Name: Thom McKenna

Position: Chair & Chief Executive Officer, R&M Property Group Ltd

Date: 28 September 2026