

R&M POLICY · QUALITY

Quality Review Procedure

R&M Property Group Ltd

Document	RM-QA-02
Version	1.1
Issued	28 September 2026
Approved by	Thom McKenna, Director
Website issue	22 October 2026

1. Purpose

This procedure sets out R&M Property Group Ltd's (R&M) system for monitoring quality on an ongoing basis, and for the systematic, periodic review, correction and improvement of quality in construction output and general performance. It maps each monitoring and review activity by frequency, responsible person and the record it produces, so that every activity can be evidenced.

It should be read with the Quality Management Policy (RM-QMP-001, Version 1.1), which sets out the detailed procedures for inspection, non-conformance, complaints and supply chain quality, and the Quality Training Plan (Rev 1.0).

2. Ongoing Quality Monitoring

Frequency	Monitoring activity	Responsible	Record
Daily	Visual inspections of work in progress during site walk-rounds	Site supervisor	Site diary
Daily	Point-of-work checks by operatives, including self-inspection before moving on	Team leader / operative	Completed point-of-work cards
Per task	Hold point inspections at critical stages in the Inspection and Test Plan	Site manager	ITP sign-off records and photographs
Per task	First-fix and pre-cover inspections (services, fire stopping, cavity barriers, waterproofing)	Site manager / supervisor	Inspection records and photographs
Per delivery	Material receipt inspection against the specification and order	Site supervisor	Delivery records; rejection notes
Per package	Pre-start quality briefing with each subcontractor	Site manager	Pre-start meeting minutes
Ongoing	Identifying, recording and correcting non-conformances	Site manager	Non-Conformance Reports (NCRs); NCR register
Ongoing	Receiving, acknowledging and investigating complaints	Project manager	Complaints register
Monthly	Independent site audit on every live project, including a check of inspection records, hold point sign-offs, NCR close-out and training records	Spectre Safety	Audit report with actions

3. Periodic Review and Improvement Cycle

Frequency	Review activity	Responsible	Record
Weekly	Quality issues, open NCRs and the project risk register reviewed at the progress meeting	Site manager / project manager	Progress meeting minutes
Monthly	Non-conformance trend analysis across all projects: types, trades, repeat issues and cost	Frans Coetzee (Quality Manager)	Monthly quality trend report
Monthly	Project quality report to the client: inspection results, NCR status and open actions	Project manager	Monthly project report
Monthly	Review of Spectre Safety audit findings and close-out of actions	Jon Scurr (Director of Operations)	Corrective Action Log
Quarterly	Complaints register review: trends, systemic issues and how well complaints were resolved	Thom McKenna and Jon Scurr	Quarterly review minutes
Quarterly	Supply chain quality review: NCR rates, right-first-time and response times by subcontractor	Louis Howard (Procurement Manager)	Subcontractor performance scorecards
Quarterly	Management review of company-wide quality KPIs and open actions	Chair & CEO with Director of Operations and Quality Manager	Management Review Record (Appendix A)
Per project	Project close-out lessons learned review with the project team, key subcontractors and client	Project manager	Lessons Learned Report (Appendix C), circulated to all project managers
Per project	Client satisfaction survey at practical completion and end of the defects period	Project manager	Client satisfaction records
Annually	Internal quality audit of each live project against the Quality Management Policy	Frans Coetzee / Phillip Hollingworth	Audit reports; Corrective Action Log
Annually	Full review of the Quality Management Policy, this procedure and KPI targets	Chair & CEO at the annual management review	Management Review Record; revised documents and targets

4. Quality Key Performance Indicators

KPI	Target	Reporting
Non-conformance rate (NCRs per £1m of project value)	Reducing year on year	Monthly / quarterly
Right-first-time rate at hold point inspections	90% or above	Monthly

KPI	Target	Reporting
NCRs closed within the agreed timescale	95%	Monthly
Complaints acknowledged within 2 working days	100%	Quarterly
Complaints resolved within the applicable timescale	90%	Quarterly
Client satisfaction score (practical completion and end of defects period)	8/10 or above	Per project
Defects at handover (snagging items per unit or per 1,000m²)	Reducing year on year	Per project
Cost of non-conformance (rework as % of project value)	Below 0.5%	Quarterly / annually
Spectre Safety audit actions closed by due date	90% or above	Monthly

KPI results are recorded on the Quality KPI Tracker (Appendix B), reported to the quarterly management review, and targets are reset each year based on the previous year's performance.

5. Correcting Problems

- **Non-conformances:** every NCR is corrected by rework, repair, concession or replacement, re-inspected and closed out with photographic evidence. Major and critical NCRs have a root cause investigation and a preventive action (for example a revised method statement, extra training, a specification change or a new hold point), tracked to completion.
- **Audit findings:** Spectre Safety and internal audit findings are entered on the Corrective Action Log with an owner and due date. The Director of Operations checks close-out monthly; overdue actions are escalated to the Chair & CEO.
- **Complaints:** handled under the complaints procedure in the Quality Management Policy, with root cause and preventive action recorded on the complaints register.
- **Quality alerts:** significant non-conformances are shared with all projects within 48 hours so the same issue is not repeated elsewhere.

6. Improving Performance

Mechanism	How it drives improvement	Evidence
Preventive actions	Every major or critical NCR leads to a change that stops it recurring, tracked to completion	NCR register; action log
Monthly trend analysis	Shows recurring issues by trade, element, material or subcontractor, so action is targeted where it will have most effect	Monthly trend report
Lessons learned	Captured at project close-out and applied to the next project's quality plan and ITP	Lessons Learned Reports

Mechanism	How it drives improvement	Evidence
Supply chain review	High performers become preferred subcontractors; poor performers face improvement plans, suspension or removal	Performance scorecards
Client feedback	Scores below target are reviewed at the management review and actioned	Satisfaction survey results
Quality alerts	Stop the same problem occurring on other sites	Quality alert notices
Audits	Monthly Spectre Safety audits and annual internal audits check that the system is followed on site and drive corrective action	Audit reports; Corrective Action Log
Training	Gaps found by audits, NCR trends or complaints lead to targeted training under the Quality Training Plan	Training matrix; attendance records

7. Responsibilities

- **Thom McKenna (Chair & CEO):** chairs the quarterly and annual management reviews; approves changes to policy, procedures and KPI targets.
- **Jon Scurr (Director of Operations):** reviews audit findings and corrective actions monthly; reviews complaints quarterly; makes sure project managers deliver the system.
- **Frans Coetzee (Quality Manager):** produces the monthly trend report, maintains the KPI tracker, carries out internal audits and issues quality alerts.
- **Louis Howard (Procurement Manager):** chairs the quarterly supply chain quality review.
- **Spectre Safety:** carries out monthly site audits and reports findings.
- **Project and Site Managers:** carry out ongoing monitoring, keep inspection and NCR records, report monthly to clients, and complete lessons learned reviews and client surveys.

Document Control

Rev	Date	Description	Approved by
1.0	June 2026	Quality Monitoring Summary, first issue	T McKenna
1.1	28 September 2026	Reissued as the Quality Review Procedure; Spectre Safety monthly audits and review templates added	T McKenna, Chair & CEO

Approved and Signed

Name: Thom McKenna

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

Date: 28 September 2026

Appendix A - Quality Management Review Record

Item	Details
Review type	☐ Quarterly ☐ Annual
Date	
Attendees	
KPI results and trends (from KPI Tracker)	
NCR trend report: main issues, repeats, cost	
Spectre Safety and internal audit findings; corrective action status	
Complaints: number, themes, resolution	
Client satisfaction results	
Supply chain quality review outcomes	
Lessons learned from completed projects	
Training needs identified	
Changes in regulations, standards or client requirements	
Decisions and actions (owner / due date)	
Documents or KPI targets to be revised	
Approved (Chair & CEO) - signature and date	

Appendix B - Quality KPI Tracker

Project / period:

KPI	Target	Q1	Q2	Q3	Q4	Year
NCRs per £1m project value	Reducing					
Right-first-time at hold points (%)	≥ 90%					
NCRs closed on time (%)	95%					
Complaints acknowledged in 2 days (%)	100%					
Complaints resolved on time (%)	90%					
Client satisfaction (/10)	≥ 8					
Snagging items per unit	Reducing					
Cost of non-conformance (% value)	< 0.5%					

KPI	Target	Q1	Q2	Q3	Q4	Year
Audit actions closed on time (%)	≥ 90%					

Appendix C - Project Lessons Learned Report

Item	Details
Project	
Client	
Contract value / form	
Date of review and attendees	
What went well (to repeat)	
What did not go well (to avoid)	
Main NCRs and their root causes	
Client feedback and satisfaction score	
Subcontractor performance highlights	
Actions for future projects (owner / due date)	
Changes to procedures, ITPs or training	
Circulated to all project managers (date)	
Reviewed by Quality Manager - signature and date	