

R&M POLICY · QUALITY

Quality Training Plan

R&M Property Group Ltd

Document	RM-QA-03
Version	1.0
Issued	28 September 2026
Approved by	Thom McKenna, Director
Website issue	22 October 2026

1. Purpose

This Quality Training Plan sets out how R&M Property Group Ltd (R&M) makes sure that its employees, subcontractors and other workers have the skills, knowledge and information they need to deliver work to the required quality standard. It supports the Quality Management Policy (RM-QMP-001, Version 1.1) and applies to the type of work R&M delivers and bids for: residential-led new build, refurbishment and mixed-use schemes, typically delivered as design and build principal contractor, including modern methods of construction (MMC).

The plan contains job profiles setting out quality responsibilities and competence for each role (Section 3), the quality training modules that make up R&M's training manual (Section 4), the programme of ongoing and refresher training (Section 5), and how training is recorded and checked (Section 6).

2. Responsibilities for Training

- **Thom McKenna (Chair & CEO):** approves this plan and makes sure training is resourced.
- **Jon Scurr (Director of Operations):** identifies training needs for site roles and makes sure project and site managers deliver quality briefings and toolbox talks.
- **Frans Coetzee (Quality Manager / MMC Lead):** owns the quality training modules, delivers or arranges training on inspection, non-conformance and MMC quality, and issues quality alerts.
- **Phillip Hollingworth (H&S Adviser, Spectra Safety):** maintains the training matrix and records, and tracks qualification expiry dates.
- **Spectre Safety:** reviews training records each month as part of its monthly site audits, flags gaps and qualifications nearing expiry, and arranges the required training in advance.
- **Site Managers:** deliver site inductions, task briefings and quality toolbox talks, and keep attendance records.

3. Job Profiles

Each role at R&M has a job profile setting out its quality responsibilities and the competence and training required. These profiles are used at recruitment, induction and annual review to identify training needs.

Role	Quality responsibilities	Competence and quality training required
Chair & Chief Executive Officer	Overall accountability for quality; approves the Quality Management Policy; chairs the annual management review; final escalation for complaints	Construction management experience; Quality Management Policy briefing; annual legal and regulatory update; Module Q1 and Q10
Director of Operations	Oversees quality across all projects; reviews complaint and non-conformance trends; investigates escalated complaints	SMSTS; construction management qualification or equivalent experience; Modules Q1-Q5, Q7 and Q10

Role	Quality responsibilities	Competence and quality training required
Quality Manager / MMC Lead	Maintains the quality system; trend analysis; internal quality audits; supports root cause investigations; leads MMC quality	Construction or engineering qualification; auditing experience; all Modules Q1-Q10
Project Manager	Produces the Project Quality Plan with the site manager; manages design information and changes; client quality reporting	Construction management qualification or equivalent experience; SMSTS; Modules Q1-Q6, Q8 and Q9
Site Manager	Implements the Project Quality Plan and Inspection and Test Plan; hold point inspections; raises and closes NCRs; handles complaints on site; delivers inductions and toolbox talks	SMSTS; CSCS Manager card (black or gold); first aid; Modules Q1-Q9
Site Supervisor / Foreman	Supervises workmanship daily; carries out inspections and self-checks; reports non-conformances	SSSTS; CSCS Supervisor card; Modules Q1-Q3, Q5, Q7 and Q8
Procurement Manager	Pre-qualifies subcontractors and suppliers for quality; includes quality requirements in orders; supply chain performance reviews	Procurement experience; Modules Q1, Q8 and Q10
Compliance Officer	Maintains training records; supports investigations with safety implications; delivers quality-related training	Health and safety qualification (e.g. NEBOSH); Modules Q1-Q3
Operatives (direct and subcontract)	Deliver work to the specification; self-inspect before moving on; report defects and concerns	CSCS card for their trade; relevant NVQ or trade qualification; Module Q1 at induction; trade-specific Q5 briefings; monthly toolbox talks
Estimating, design coordination and office staff	Specification management; document control; accurate information to site	Relevant professional or technical qualification; Modules Q1, Q6 and Q9

4. Training Manual: Quality Training Modules

R&M's quality training manual is made up of the following modules. Each module has briefing notes, reference documents and a record of attendance. The modules are kept on R&M's shared drive and reviewed annually by the Quality Manager.

Module	Content	Audience	Delivered by / duration
Q1 Quality induction	R&M's quality commitment; Quality Management Policy; project quality plan and hold points; right to stop work; how to report defects; complaints procedure	Everyone	Site manager at site induction; staff induction. 30 minutes
Q2 Inspection and Test Plans	Reading and applying the ITP; hold and witness points; recording inspections; first-fix and pre-cover checks	Managers, supervisors	Quality Manager. 2 hours

Module	Content	Audience	Delivered by / duration
Q3 Non-conformance and root cause	Raising NCRs; severity; containment; 5 Whys root cause; corrective and preventive action; close-out evidence	Managers, supervisors	Quality Manager. 2 hours
Q4 Complaints handling	Recording, acknowledging within 2 working days, investigating, response timescales, escalation	Managers	Director of Operations. 1 hour
Q5 Workmanship standards	Specification, NHBC Standards (or equivalent), British Standards and manufacturer installation instructions for each trade; sample and benchmark approval	Managers, supervisors, operatives	Site manager at pre-start and task briefings; manufacturers' training where available
Q6 Design information and document control	Drawing registers, revisions, RFIs, design change control, as-built and O&M information	Project managers, office staff	Project manager / Quality Manager. 1 hour
Q7 Fire safety and compliance-critical work	Fire stopping, cavity barriers and compartmentation; inspection and photographic records; Building Regulations and Building Safety Act golden thread information	Managers, supervisors	Quality Manager / specialist trainer. Half day
Q8 Materials receipt and traceability	Delivery checks, declarations of performance, storage, rejection and quarantine, traceability of safety-critical products	Managers, supervisors, procurement	Site manager / Quality Manager. 1 hour
Q9 Handover and aftercare	Snagging, pre-completion inspections, testing and commissioning records, handover information, defects period	Managers	Project manager. 1 hour
Q10 MMC and offsite quality	Factory quality control, delivery inspection, installation tolerances, interface details, manufacturer sign-off	Managers, MMC installers	MMC Lead / manufacturer. Half day

Management training is supported by the Supply Chain Sustainability School's Quality Management learning pathway, and by manufacturers' product training for systems used on R&M projects.

5. Training Programme and Refresher Training

- **New starters:** all employees complete Module Q1 and the modules listed for their role within their first three months. Operatives complete Q1 at site induction before starting work.
- **Pre-start and task briefings:** before each package and activity, the site manager briefs the specification, workmanship standards, hold points and acceptance criteria (Module Q5).
- **Monthly quality toolbox talks:** delivered on every site following the rolling programme below, with attendance recorded.
- **Quality alerts:** after any significant non-conformance, a targeted briefing is delivered to affected operatives within 48 hours, and a quality alert is issued to all sites where the issue could recur.
- **Refresher training:** role modules are refreshed every 3 years, or sooner if a person's performance, audit findings or non-conformance trends show a need. SMSTS and SSSTS are refreshed every 5 years, and CSCS and other cards before they expire.
- **Monthly training review:** Spectre Safety checks training records during its monthly site audits, flags expiring qualifications and gaps against the job profiles, and books training in advance.
- **Keeping up to date:** the Quality Manager briefs managers on changes to Building Regulations, the Building Safety Act, NHBC Standards, British Standards and client requirements within one month of them taking effect, and updates the training modules.
- **Annual review:** each employee's training needs are reviewed against their job profile at their annual review.

Rolling 12-month quality toolbox talk programme:

Month	Topic	Month	Topic
1	Getting it right first time	7	Fire stopping and cavity barriers
2	Hold points and self-inspection	8	Waterproofing, DPCs and roof details
3	Reporting defects and non-conformances	9	Materials storage and protection
4	Reading drawings and specifications	10	Protecting finished work
5	Setting out and tolerances	11	Snagging and handover standards
6	Airtightness and insulation continuity	12	Lessons learned from recent NCRs and complaints

6. Training Records and Effectiveness

- **Training matrix:** the Compliance Officer maintains a quality training matrix (Appendix A) showing each person's role, qualifications and card expiry dates, modules completed and refresher dates.
- **Records:** induction records, attendance sheets (Appendix B), certificates and briefing records are kept for at least 6 years and are available for audit.

- **Effectiveness:** the Quality Manager checks that training is working through right-first-time rates at hold points, NCR trends, complaints, client feedback and Spectre Safety audit findings. Where gaps are found, targeted training is given.
- **Review:** this plan is reviewed annually at the quality management review chaired by the Chair & CEO.

Document Control

Rev	Date	Description	Approved by
1.0	28 September 2026	First issue	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 - Training Matrix (current records, September 2026)

Extract from R&M training records. Certificates and card records are held by R&M and available on request. The matrix is updated as training is completed and checked monthly by Spectre Safety during site audits. Quality modules Q1 to Q10 are recorded against each person from October 2026.

Name	Role / company	Card	Qualifications and training (certificate ref)	Completed	Refresher due
Thom McKenna	Chair & Chief Executive Officer	-	CITB Temporary Works Coordinator (Site Safety Plus, reg. 7595513); Fire Warden (Construction), iHASCO (cert. 399923)	TWC 28 Mar 2024; Fire Warden 2 Feb 2024	TWC Mar 2029; Fire Warden Feb 2027
Phillip Hollingworth	H&S Adviser, Spectra Safety	CSCS APS	CITB SMSTS; NEBOSH Construction Certificate; IOSH Managing Safely in Construction; CDM Principal Designer (APS); APS Building Safety Act 2022	Current	SMSTS 5-yearly; ongoing CPD

Name	Role / company	Card	Qualifications and training (certificate ref)	Completed	Refresher due
Steven Worthington	Site Manager	CSCS (checked at induction)	COSHH Awareness (5SU42SG); Asbestos Awareness, 3 CPD hrs (QTXEHYX); Manual Handling toolbox talk, Phoenix Close	COSHH and asbestos June 2026; TBT 16 Mar 2026	Asbestos June 2027
Mark Rampley	Operative	CSCS (checked at induction)	COSHH Awareness (B9TFF5U); Asbestos Awareness, 3 CPD hrs (838MMMQ); Manual Handling toolbox talk, Phoenix Close	COSHH and asbestos June 2026; TBT 16 Mar 2026	Asbestos June 2027
Connor Rampley	Operative	CSCS (checked at induction)	COSHH Awareness (EPYCNEM); Asbestos Awareness, 3 CPD hrs (ZC9F2CW)	June 2026	Asbestos June 2027
Oskar Kapelinski	Electrician (specialist subcontractor)	CSCS college card	Site-specific induction, Phoenix Close, Heywood, delivered by Steven Worthington	11 Mar 2026	Re-induction per site

Appendix B - Quality Training / Toolbox Talk Attendance Record

Field	Details
Project / site	
Date	
Module or topic	
Delivered by	
Key points covered	

Name (print)	Company	Role	Signature