





QUALITY ASSURANCE

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TAYLOR WIMPEY QUALITY

We are committed to continuous improvement and have therefore, established a quality management system which provides a framework for measuring and improving our performance.

WHAT IS QUALITY?

Quality is a standard delivered consistently to the agreed expectations. Quality may relate to information, design, a product or service.

We have a quality system in place to support us in our aim of total customer satisfaction and continuous improvement throughout our business. Although the Business Unit Managing Director (BUMD) in each business unit has ultimate accountability for quality, all employees have a responsibility to ensure that the delivery of quality is embedded, reviewed and continuously improved within their own area of work. We review our quality policy regularly to ensure that it remains suitable and appropriate. TW will be instilling an additional focus on defect prevention rather than defect detection which will allow the issue to be addressed before it is embedded.

The following areas are used to measure progress and quality:

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| <p>1 Regular gathering and monitoring of customer feedback.</p> <p>—</p> <p>2 A customer complaints procedure.</p> <p>—</p> <p>3 Selection and performance monitoring of suppliers against set criteria.</p> <p>—</p> <p>4 Training and development for our employees.</p> <p>—</p> <p>5 Open and honest dialogue with our Subcontractors and Supply Chain to improve communication, training and product familiarisation.</p> <p>—</p> <p>6 Regular audit of our internal processes.</p> <p>—</p> <p>7 Measurable quality objectives which reflect our business aims.</p> <p>—</p> <p>8 Project Management Improvement Programme (PMIP).</p> <p>—</p> <p>9 The QM role.</p> <p>—</p> <p>10 The Production Manual.</p> <p>—</p> | <p>11 Consistent Quality Approach (CQA) and Home Quality Inspection (HQI) Guide.</p> <p>—</p> <p>12 BQC Checklist.</p> <p>—</p> <p>13 NHBC Construction Quality Review (CQR).</p> <p>—</p> <p>14 Quality Improvement Plans (QIP).</p> <p>—</p> <p>15 NHBC Reportable Items (RIs).</p> <p>—</p> <p>16 NHBC Damage Potential Rating (DPR).</p> <p>—</p> <p>17 Home Quality Inspection (HQI).</p> <p>—</p> <p>18 Design to Build Audit (D2B).</p> <p>—</p> <p>19 Contractors should be able to demonstrate that trades are trained and competent in the installation of products being fitted.</p> <p>—</p> <p>20 PIJ Awards</p> |
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QUALITY MANAGER ROLE



The QM role has been developed to drive and support quality in every BU. It is everyone's responsibility in each department to deliver 'right first time' to TW internal and external customers'. The QM reports into their Production department with a dotted line to Group Production. The role of the QM is to own and close out the actions from the Build Quality Review's (BQR) and support visits. The QM will work as an integral part of the Site Management Team (SMT) to assist in developing quality homes consistently for our customers.

The main responsibilities of the Quality Manager are set out below:

- 1** BQR (undertaken on every live site regularly. Minimum of once a quarter).
- 2** Build Quality Support:
 - Attend NHBC, CQR and QIP visits.
 - Line Management and responsibility for Trainee Site Managers (Trainee SiteM), whilst on secondment to the QM.
 - Production Academy Focused Training.
 - Assist in the Site Manager Planning Process (SMPP).
 - Undertake quality inductions for new contractors.
 - Assist in the close out of CQRs and QIPs as required.
 - Regular meeting with Commercial Manager and Technical Manager to review and plan how the departments can assist in the delivery of consistent quality.
- 3** Quarterly meeting with the **Customer Director** to review customer service common trends and to develop a plan to prevent re-occurrence. NEW
- 4** Group Production involvement – sharing best practice and common issues, influencing supporting functions and an annual review and update of the manual.
- 5** By exception, attend Customer Service NHBC resolution meetings for technical support.
- 6** Monthly meeting with Production Director (BUPD) and Production Managers to discuss quality.
- 7** Quarterly board meeting to review the previous quarter and to discuss / agree any forthcoming risks and opportunities.

UK CONSTRUCTION SPECIFICATION

The TW National construction specification covers developments constructed in accordance with the 2013, 2014 and 2016 building regulations in England. This is constantly under review and further revisions may apply. The purpose is to gain compliance with regulations, NHBC standards and TW preferred solutions.

- Scotland and Wales have their own specifications based on national standards to aid standardisation, procurement and build regulations.
- The specification is designed to be used by Commercial, Production, Technical and External Designers / Consultants where required.
- The UK trade Scope of Works (SoW) must be read in conjunction with the UK Construction Specification, TW drawings, details, NHBC standards, **CQA, BBA & fire test certificates** and building regulations. NEW



BUILD QUALITY CHECKLIST

Each build stage should be completed consistently to the agreed standard by a trained and competent trades person. The contractor is then responsible for ensuring that the work meets relevant quality standards through periodic checks. Following this, the SMT is responsible for checking and approving mandatory and periodic items as detailed within the BQC to ensure that the customer's home is built to the highest standard. Monitoring the quality at all stages will reduce potential defects, minimise remedial works and improve our customers experience. When a stage is complete it must be left clean, free from defects and protected before the next build stage can commence.

The BQC covers masonry traditional build, timber frame and masonry apartments for all house types within the TW Standard House Type Range. If a BU is building a bespoke product which sits outside of the standard house type range, it is the responsibility of the BU's Technical and Production teams to ensure a BQC is created to ensure that the BQC is relevant to the particular construction technique. The content should be checked by Group Production and Technical.

BUILD QUALITY REVIEW FOR QUALITY MANAGERS

The Build Quality Review (BQR) should be completed regularly by the QM. This should be completed **at least once a quarter.**

The BQR for QMs is a snap shot of the full site on the day of the inspection. The BQR should highlight strengths and areas for development with root causation, actions and demonstrated clearly with accompanying images. The format is similar to the NHBC's CQR including the same scoring system as this is familiar to site management teams. Any actions should be addressed and closed out by the QM.

NEW

CONSISTENT QUALITY APPROACH

The CQA will provide clarity and guidance for contractors at tender stage, site management during construction and Construction Relations Managers during the HQI process. The standard has been based on what is reasonable, practically achievable and cost effective to ensure the consistent delivery of quality homes for our customers.

“Consistent Quality Approach is the standard not the minimum standard”

– Suzanne Byrne, Customer Director

NHBC CONSTRUCTION QUALITY REVIEW (CQR)

NEW



QUALITY ASSURANCE

The NHBC has developed a programme focusing on construction quality that will help the house building industry to maintain and raise quality during this period of significant volume growth.

AN ANNUAL REVIEW OF CONSTRUCTION QUALITY ON A SITE-SPECIFIC BASIS

- NEW** • A CQR will be undertaken by a Senior Construction Quality Analyst, taking between 2-3 hours.
- 38 build stages form the framework of the review.
- CQRs focus on construction quality and understanding “why or how” given levels of quality have resulted in good or not so good.

1	Very poor	Many significant non-compliances of NHBC Standards and / or Building Regulations – imminent danger to H&S apparent and / or almost inevitably resulting in a claim(s) > £100k
2	Poor	Many minor non-compliances of NHBC Standards and / or Building Regulations and / or some significant non-compliance – imminent danger to H&S apparent and / or almost inevitably resulting in a claim(s) > £30k
3	Requires improvement	Some minor non-compliance(s) with NHBC Standards and / or Building Regulations
4	Good	Meets NHBC Standards and Building Regulations
5	Very good	In addition to 4 – some extra attention to detail over and above minimum requirements
6	Outstanding	In addition to 5 – much of work seen can’t be improved upon

Quality Improvement Plans (QIPs) will be issued from Group Production to the Managing Director of a BU when a site receives a poor CQR. The criteria is as per the below:

- Site scoring 3.8 or less.
- Sites with three or more scores marked poor or very poor.
- Sites with percentage of scores which has 80% or less meeting standards.

A QIP is a written report from the MD outlining the issues identified in the CQR report, what remedial action has been taken including addressing the root cause of the issue (i.e. training, specification, drawings, poor supervision) and what processes or procedures have been put in place to prevent re occurrence.

This plan is followed by a site visit by the UK Head of Production and / or UK Technical Compliance Director to ensure that the issues have been resolved. The business unit can clearly demonstrate quality control and can be removed from the QIP list.

NEW One addition to this, is any systematic non compliance with TW UK specification without dispensation in place.



USEFUL LINKS

For guidance on the standards required for a pride in the job award, please see:
www.nhbc.co.uk/awards-and-events/pride-in-the-job/best-practice-guides

VERY GOOD CONSTRUCTION QUALITY
– CAUSATION MAP



POOR CONSTRUCTION QUALITY – CAUSATION MAP

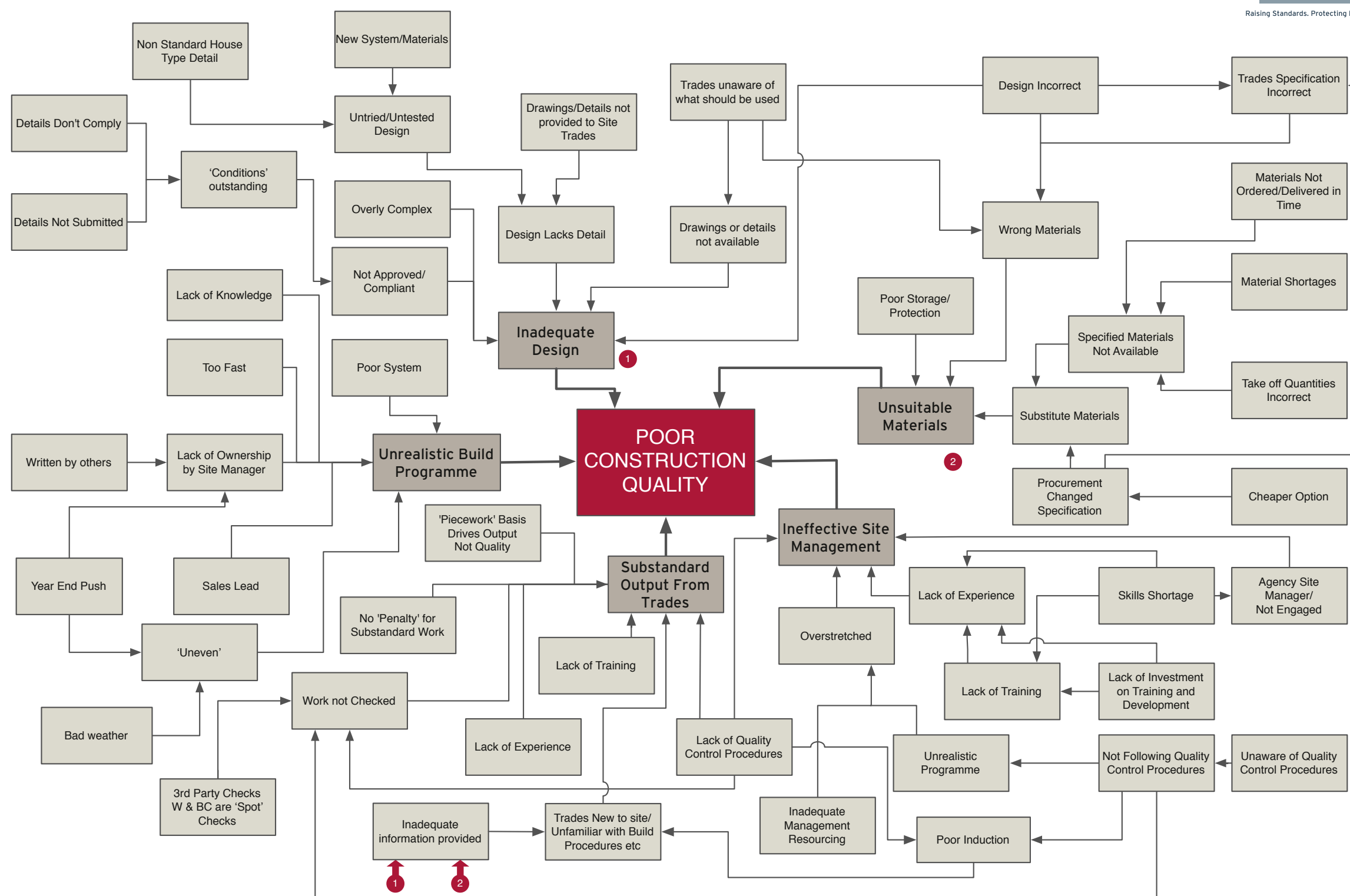


Image used courtesy of NHBC.

POOR CONSTRUCTION QUALITY
– CAUSATION MAP

