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NON-NATIONALLY APPROVED KITCHEN SUPPLIERS



PRODUCTION MEMORANDUM

To: Managing Directors
Production Directors
Commercial Directors

Cc: Edward Woods
Nick Rogers
Dale Saunders
Andrew Brown
Nic Atree
Jennie Daly

From: Stevie Laurie

Date: 7/9/17

Subject: **NON-NATIONALLY APPROVED KITCHEN SUPPLIERS**

Following Newsflash N100 and the recent Production Memo No 3 we have agreed and communicated required fixings for all approved kitchen suppliers.

A number of business units have procured non-nationally agreed kitchen suppliers, therefore as matter of urgency, I now require you to provide to me the same level of information from any non- approved supplier which will allow me to collate information and replicate the earlier memo which covered nationally agreed suppliers - **Moores, Symphony and Manhattan/Paula Rosa**.

This will allow me to communicate the relevant fixing specification to the appropriate site management teams to check kitchen installers have the agreed fixings on arrival, and also spot check that the agreed fittings are being used during installation.

This is applicable for any kitchen supplier other than the three highlighted above.

You will appreciate the importance of this information, as if we cannot supply this critical detail to our site management teams this will compromise any further use of any non- compliant supplier.

ACTIONS –

MDs - Ensure the relevant information is provided by 21 Sep 17.
See attached example sheet. Please include your Business unit, supplier name and all relevant fixing information as example.

CDs - Ensure that any non-nationally agreed supplier procured going forward must provide this critical Information to our site management teams prior to starting on site.

Action is only required if you have contracted to a non-centrally approved kitchen supplier.

Any questions please do not hesitate to contact me.

NON-NATIONALLY APPROVED KITCHEN SUPPLIERS



GROUP PRODUCTION
MEMORANDUMS

... PRODUCTION MEMO N° 04

KITCHEN SUPPLIER WALL UNIT FIXING SPECIFICATION		
BUSINESS UNIT	SUBSTRATE	
SUPPLIER	TIMBER/METAL PARTITIONS Fitted with noggins/pattresses as instructed	BLOCK AND BRICK Dot/dab
SUPPLIER	(Bracket system)	(Bracket system)
	50mm No. 10 screws Minimum two fixings per bracket	75mm No.10 screws Rawl plug uno or equivalent Minimum 45mm plug and screw contact within block/brick
	(Fixed through cabinet rail)	(Fixed through cabinet rail)
	75mm No.10 screws	90mm No.10 screws Rawl plug uno or equivalent Minimum 45mm plug screw contact within block/brick
	When fixing through rail units up to 600mm wide Two fixings top rail/two bottom rail. Units over 600mm three fixings to top rail/two bottom rail	

Steven Laurie
Head of Production
Taylor Wimpey UK Ltd

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Marchburn Drive
Glasgow Airport Business Park
Paisley, PA32SJ
07771 842361
Steven.Laurie@taylorwimpey.com



PRE-EMPLOYMENT DBS & ADVERSE FINANCIAL CHECK



PRODUCTION MEMORANDUM

To: Production Directors

Cc:

From: Stevie Laurie

Date: 15/9/17

Subject: **PRE-EMPLOYMENT DBS AND ADVERSE FINANCIAL CHECK**

It has now been a full 6 months since we launched the DBS and Adverse financial checks for certain new hires across the business. It is critical as part of the management of reputational risk, that we stay vigilant in ensuring all new starters who fit the eligible roles are being screened appropriately.

We have now taken an opportunity to review the policy and further decrease that potential risk by adding directly employed trade roles and various other weekly paid jobs to the list of eligible roles for checking.

Please see attached the most up to date list of roles, aligned to what checks must be completed for each. I have highlighted the new additions in red.

From the 1st September, we will be expecting any new hires that fit this revised list to be sent links to complete the appropriate background checks. We are aware that in many cases production teams will need to hire these kinds of roles at very short notice. It is vital that every new employee that fits any of these roles is checked **before** they commence employment with us. Please can I ask to cascade this message to your respective site and production managers to ensure they are aware and stay on the front foot when recruiting.

ACTIONS –

PD's – Cascade this to respective site and Production Managers

Any questions please do not hesitate to contact me.

Steven Laurie
Head of Production
Taylor Wimpey UK Ltd

PRE-EMPLOYMENT DBS & ADVERSE FINANCIAL CHECK



... PRODUCTION MEMO N° 05

Pre-employment DBS and Adverse Financial check/risk – Applicable roles

Check Type	Description	Applicable Roles
DBS	Shows details of any unspent convictions a candidate might have, allowing employers to make a decision as to whether or not the candidate poses any potential risks to our customers	<u>Production</u> Site Manager, Assistant Site Manager, Production Manager, Production Director Site Manager Apprentice (monthly & weekly) Directly employed weekly paid and Apprentices in the following trades: Painter, Plumber, Carpenter, Taper/Plasterer, Cleaner, Finishers <u>Sales</u> Sales Executive <u>Customer Service</u> Customer Support Operative, Customer Relations Manager, Head of Customer Services
Adverse Finance Check	Shows if candidates have any history of financial mismanagement. (CCJs, Bankruptcy etc.) For those roles exposed to sensitive company financial information and those that take customer payments	<u>Sales</u> Assistant Sales Executive, Sales Executive, Sales Administrator, Sales Manager, Sales & Marketing Director <u>Finance</u> Finance Director, Finance Manager, Finance Analyst, Accounts Clerk <u>Commercial</u> Quantity Surveyor, Senior Quantity Surveyor, Buyer, Senior Buyer, Commercial Manager, Commercial Director

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INTRODUCTION TO CONSISTENT QUALITY APPROACH (CQA)

... PRODUCTION MEMO Nº 06



PRODUCTION MEMORANDUM

To: Managing Directors
Production Directors
Heads of Customer Services
Commercial Directors
CSMs

Cc: Suzanne Byrne
Emma Shaffner

From: Stevie Laurie

Date: 22 Dec 2017

Subject: **INTRODUCTION TO CONSISTENT QUALITY APPROACH (CQA)**

Please find attached a slide deck to help introduce CQA in to your business unit.

The three main aims of which are –

- To provide expected TW standards to our subcontractor base at tender stage.
- To provide user friendly guidance in the support of the construction and HQI process.
- To remove uncertainty from our tolerances and approach to quality

The manual has already been presented to the GOT and will be presented to the MDs at their respective regional meetings early in 2018 and at the first Commercial Director meeting by Suzanne Byrne and myself.

The slide deck is provided for PDs and HOCs to jointly launch the document including ordering and cost details to their respective teams in Q1 2018.

We intend to run the document internally for approximately six months, collate feedback and then merge the HQI guide with the CQA.

- **This document is to be fully adopted by all business units by March 2018.**
- **The document is not a customer facing document at this stage.**

Please confirm back to Gayle Selkirk on completion of the roll out within your business unit.

Any questions please do not hesitate to get in contact with myself.

Steven Laurie
Head of Production
Taylor Wimpey UK Ltd



PRODUCTION MEMORANDUM

To:

Cc:

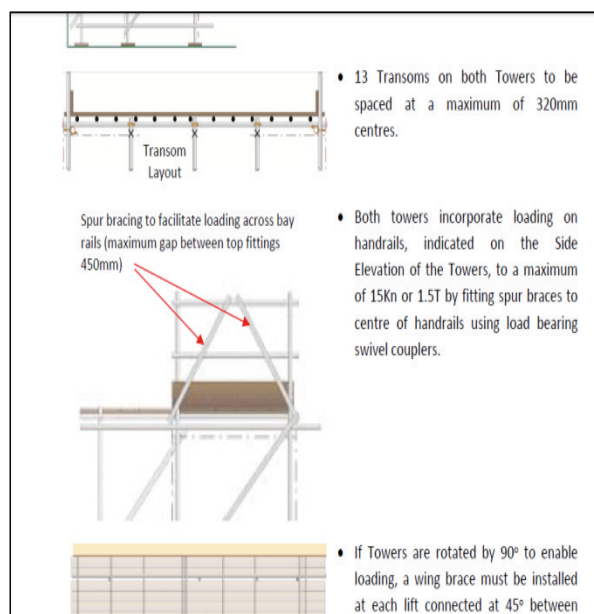
From: Stevie Laurie

Date:

Subject: **LANDING OF LONG MATERIALS**

A category A was issues this week in West London regarding loading out procedures for joists.

Edward does not intend to follow up the Category A with a newsflash as this has been a long-established process detailed in the HSE manual, therefore I have agreed to communicate the circumstances to the remaining PDs for clarity.



- HSE Manual showing the supporting braces to the loading bay handrail to allow landing of long materials.



LANDING OF LONG MATERIALS

... PRODUCTION MEMO N° 06



- Photograph of loading bay on site, minus the supporting braces. Gate design and elongated front tubes also does not allow for the landing of long materials.



- Telehandler disregarded the loading bay and loaded straight on to bird cage scaffolding resulting in the issue of a Category A.

The Category A was issued for the following reasons:

- All materials being offered from the telehandler should be loaded to the loading bay area only.



... PRODUCTION MEMO Nº 06

- Loading bay handrails should have included the support bracing specified in the HSE manual.
- Instability of the load being manoeuvred over the scaffold uprights.

If the gate is an obstruction to the loading of long materials either:

- Hand load from the ground.
- Redesign the loading bay gate to allow for loading on to the loading bay.
- Leave the loading bay with guard rails only, fitting the loading bay gate at a later stage.
- Upright tubes at the front of the loading bay should be reduced and extended with sleeves as the scaffold is further erected to allow unobstructed access to the landing point.

Under no circumstances should materials be loaded other than from the loading bay, with exception of fall arrest (bean bags), crane erect or truss jib erect.

Action – PDs to communicate to site management teams.

Site Managers to issue a tool box talk to Telehandler operators.

Steven Laurie
Head of Production
Taylor Wimpey UK Ltd



INTRODUCTION TO TIMBER FRAME COMPETENCY SCHEME

... PRODUCTION MEMO N° 07



PRODUCTION MEMORANDUM

To: Managing Directors
Production Directors
Commercial Directors
Ryan Williams
Phil Reeves
Andy Rogers
Ryan Hughes

Cc: Production Secretaries

From: Stevie Laurie

Date: 10 Jul 2018

Subject: **INTRODUCTION TO TIMBER FRAME COMPETENCY SCHEME**

This memo only applies to any Business Unit directly employing timber frame erectors. For everyone else, our four agreed timber frame suppliers; Frame UK, Robertsons, Stewart Milne, Pinewood, will manage the STA competency process.

Actions –

- A. If we contact one of our agreed timber frame suppliers – Stewart Milne, Pinewood, Robertsons or Frame UK, please ensure that they are progressing towards the minimum 66% compliance by January 2019.
- B. If we directly employ trades to erect timber frames, ensure that we are 100% compliant with the competency award scheme requirements by January 2019. (For new starters this requirement should be updated on relevant job specifications).

Please see [STA Timber Frame Competency Award Scheme](#) step by step guide on what competency must be evidenced and where the information should be provided.

Any questions please contact Gayle Selkirk@taylorwimpey.com

Steven Laurie
Head of Production
Taylor Wimpey UK Ltd



PRODUCTION MEMO Nº 08



PRODUCTION MEMORANDUM

To: Production Directors
Production Managers

Cc: Production Secretaries

From: Steven Laurie

Date: 06/08/18

Subject: **BUILD PROGRESS REPORTING**

It has come to my attention via the build/sales audit that we have a lack of consistency regarding responsibility and reporting of progress in COINs. Much of our business intelligence and communication either now, or in the future relies heavily on the quality and integrity of the data input into our COINs system. Whether this data is used to communicate forecast completion dates to our customers or for our finance forecasts, the information provided is of vital importance to the running of our business.

Production Managers must attend the Build/Sales meeting and are responsible for Site Management updating progress accurately on a weekly basis. An update must be obtained on every site, prior to the meeting to allow them to highlight risk associated with any plots on the build programme.

Programme data must be updated on a timely basis to ensure the reports which support the Build/Sales meeting are accurate. E.g. data required by TW002b Build complete forecast report must align with the legal completion forecast TW002a.

It was noted during the audit that some business units rely on off line reports as the data in COINs had not been updated. This practice must stop immediately as our data process must be consistent.

I cannot stress the importance of the integrity of information entered in to the system therefore if you feel that further training is required, if you have a resource issue or you would like to discuss this memo, please do not hesitate to get in touch.

Steven Laurie
Head of Production
Taylor Wimpey UK Ltd



GABLE STRAPPING TO ROOF CONSTRUCTION

PRODUCTION MEMO Nº 10

**Taylor
Wimpey**

PRODUCTION MEMORANDUM

To: Production Directors
Production Managers

Cc:

From: Steven Laurie

Date: 13/9/18

Subject: **GABLE STRAPPING TO ROOF CONSTRUCTION**

I have recently been made aware of a localised issue, where lateral restraint straps to gables have not been fitted by a contractor. We are now in the process of rectifying the issue which will be costly and disruptive for our customers.

To ensure that this is no more than a localised issue can you please action and confirm the following:

Action

– Production Managers to check all sites to ensure that lateral restraints are being fitted, at the correct centres and as design requirements and confirm to their Production Director.

-Production Directors to collate the information from their business unit and report back to Gayle Selkirk by Friday 21st September recording plot number, development, name of contractor responsible for any instance of non-compliance. It is essential that we identify and address any issues. Thank you in advance for your assistance.

Gable strapping to roof constructions

When carrying out checks on roof constructions the following should apply:

Traditional roofs

Typical roof bracing can be shown on TW Standard Detail RF (13)-06-27B. The following extracts have been taken from this detail as well as details from the NHBC and Cullen.

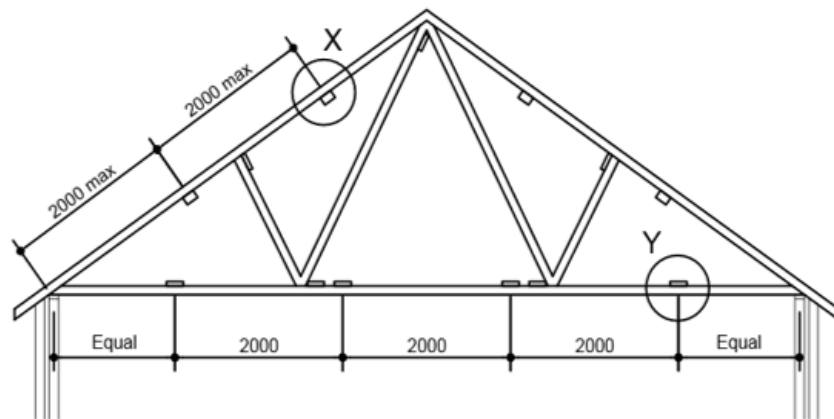
Lateral restraint should be installed at Max 2m Ctrs with PFS straps. Below is a typical example of where straps should be located at the ceiling and rafter lines. A basic principle of maximum 2m centres to both the horizontal and sloping edges of any truss.

GABLE STRAPPING TO ROOF CONSTRUCTION

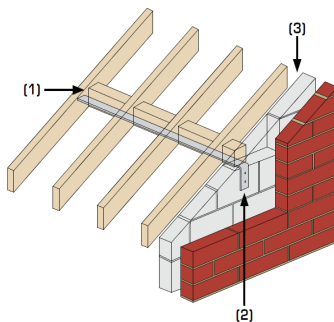


GROUP PRODUCTION
MEMORANDUMS

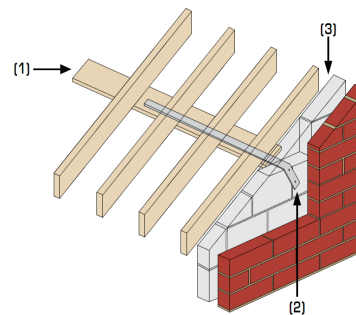
PRODUCTION MEMO N° 10



Fixing to Solid Noggins (Between Trusses)



Fixing to Longitudinal Truss Bracing / Additional Longitudinal



Gable spandrel panel details

It is important that spandrel panels are also strapped to the other trusses in the roof. Reference should be made to the TW Standard Detail RF (13)-06-20-N.

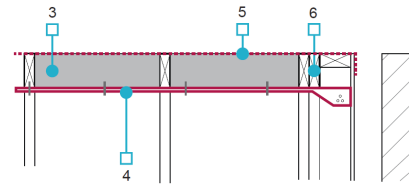
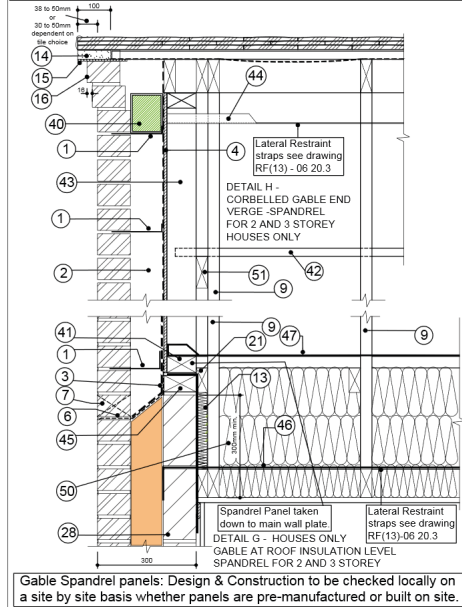
RST-3 straps are to be at max 2m ctrs unless at rafter and ceiling level similar to that for traditional roof structures.



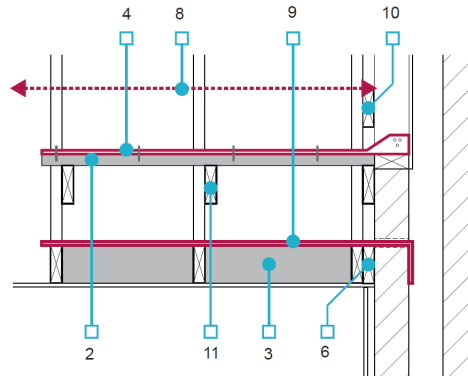
GABLE STRAPPING TO ROOF CONSTRUCTION

PRODUCTION MEMO N° 10

Site specific structural calculations required to ensure suitability of the fixing and bracing for the exposure (i.e. wind loading) and location of the development. This needs to take into account not only the final condition, but also temporary conditions including lifting and through the construction process.



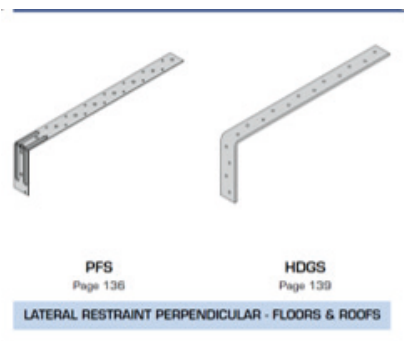
Detail 8 – Lateral restraint to bottom of gable end spandrel panel onto masonry wall



System Roof

For system roofs reference must be made to manufacturers details. However typically these will probably involve a direct fix through the system roof to the spandrel panel. No straps will therefore be required unless shown by the manufacturer.

Guide to restraint strap types



Steven Laurie
Head of Production
Taylor Wimpey UK Ltd



PRODUCTION MEMO Nº 12



PRODUCTION MEMORANDUM

To: Technical Directors
Commercial Directors
Sustainability Champions
HOCs
Sales Directors
Dave Gooderham

Cc: Managing Directors
Divisional Managing Directors
Divisional Chairman
Chris Carney
Ed Woods
Joan Meakin
Ian Heasman
Anthony Lavers
Jennie Daly

Nick Wright
Nick Rogers
Dale Saunders
Suzanne Byrne
Emma Shaffner
Josh Raven
Clare Brimble
Anne Wilson
Lee Bishop

From: Steven Laurie

Date: 13/3/19

Subject: **SITE CONSTRUCTION WASTE DO'S AND DON'T'S GUIDANCE**

Dear all

At Taylor Wimpey we consider all materials we generate on a construction site to be resources and only discard them as wastes once we have properly considered other uses. But why is this important and what does it mean in practice?

The Construction 'Site Waste Do's and Don'ts Guidance' answers this question. The purpose of the document is to achieve a consistent approach to site waste management, which in turn will reduce costs, improve compliance and result in a range of other benefits to both ourselves and the environment. Waste management considers all the processes involved in managing waste includes the production of waste, the classification of waste, storage, collection, transport, treatment and disposal. The tough challenge of waste management can only be met by working together, and consequently the document considers waste from key functional perspectives:

- Section 2 – Design & Technical
- Section 3 – Supply Chain & Commercial
- Section 4 – Production Team
- Section 5 – Role of Contractors
- Section 6 – Customer Services
- Section 7 - Sales



SITE CONSTRUCTION WASTE DO'S & DON'TS GUIDANCE

PRODUCTION MEMO Nº 12

What you should do?

The single most important thing you can do within your BU is to encourage a good and consistent waste culture and the 'Site Waste Do's and Don'ts Guidance' will help you to achieve this. Keep construction waste on the agenda. Motivate your site staff to do better. Talk to Reconomy. Liaise with your Sustainability Champion. Think about waste from HQI and options. Think about BU waste objectives and targets.

Distribution

The more the document is read and understood by Taylor Wimpey staff and site contractors, the more impact it will have. A cascade plan is presented over page.

Help

For queries in relation to the contents of the guidance activity please contact Anthony Lavers
Anthony.Lavers@taylorwimpey.com

Kind Regards

Steven Laurie
UK Head of Production

SITE CONSTRUCTION WASTE DO'S & DON'TS GUIDANCE



PRODUCTION MEMO N° 12

CASCADE PLAN: FOR WASTE DO'S AND DON'T'S DISTRIBUTION

Responsible for Distribution	To: internal	To: external	Key Section (pages)
Technical Director	Technical and design teams	Relevant technical and design consultants	Section 2 (page 6)
Commercial Directors	Commercial and procurement teams	Trades and relevant subcontractors	Section 3 (page 7 and 8)
TWL Director	Relevant TW Logistics personnel		Section 3 (page 7 and 8)
Production Director	Production teams Site Management		Section 4 (page 9 - 12)
Customer Directors	Customer teams	Contractors conducting HQI repair work	Section 6 (page 16)
Sales Directors	Sales teams	Contractors installing options	Section 7 (page 17)



QUALITY MANAGER

PRODUCTION MEMO Nº 13



PRODUCTION MEMORANDUM

To: Managing Directors
Production Directors

Cc: Production Secretaries

From: Steven Laurie

Date: 15/3/19

Subject: **QUALITY MANAGER**

The consistent delivery of the quality of construction has come under increasing focus from Government, Industry bodies, Customers and the media. Since the introduction of NHBC Construction Quality Reviews (CQR), for the first time, we have evidence and a business wide picture of construction quality and the challenge we face both as an industry and a business.

Although Taylor Wimpey UK demonstrated improved CQR scores from 2017 – 2018, it is clear we are at risk from a safety, reputational and cost perspective due to structural details not being followed by contractors and limited time available for site management to check every stage of construction, every time.

Ongoing education and training of our site management teams is an essential ingredient to achieving consistency and a right first-time approach to the construction of homes for our customers

It is acknowledged that site management's time is consistently under pressure, and with the introduction of HQI, more site management time is being employed towards the latter stages of construction to comply with HQI procedures and demands.

The Quality Manager role has demonstrated significant improvements in quality and customer satisfactions scores, better process efficiency and a conduit for cross functional communication. Quality inductions have been introduced to improve knowledge and increased engagement with suppliers and contractors. Training rotations have been introduced to improve site management knowledge base and the role provides an opportunity to retain skills within Taylor Wimpey.

This role as a valuable, cost-effective investment for the business which would make a considerable stride towards improved consistent delivery of our homes for our customers, meeting our strategic goals and priorities

Following a successful pilot and paper presented to GOT in February, **we have been given approval to recruit a Quality Manager role in each Business Unit.**



PRODUCTION MEMO N° 13

It is essential that we track benefits and have KPIs set within each BU. Prior to recruitment please record data for the following KPIs which will enable us to track measurable benefits and forward to Gayle Selkirk.

- Current CQR score
- Current CQR % meeting standards (Scoring 4 or above)
- Current NHBC Reportable Items
- Current Damage Potential Rating
- Current HBF 8wk and 9-month surveys
- Current average build time from Inquire from stage 9 – stage 85
- Current avoidable costs average for the BU.

Any questions, please do not hesitate to contact myself.

Regards Stevie

Steven Laurie | UK Head of Production
Taylor Wimpey UK Ltd
Gate House, Turnpike Road, High Wycombe, HP123NR
Mob – 07771842361 | email – Steven.Laurie@taylorwimpey.com



SIGNAGE & WORKING HOURS

PRODUCTION MEMO Nº 14



PRODUCTION MEMORANDUM

To: Production Directors
Production Managers
Production Secretaries

Cc: Lee Barr

From: Steven Laurie

Date: 17/7/19

Subject: **SIGNAGE AND WORKING HOURS**

Dear All,

Due to the nature of this email, please ensure the content is explained fully to our production teams. We are one of the departments that can affect and ensure the below is actioned.

Production Director – Please ensure the following actions take place and ongoing monitoring of compliance.

Production Secretary – Ensure the below email and attachment is forwarded onto all site teams.

Production Manager – Ensure on your next site visit the detail of this email is explained to your site teams.

In addition, please check each site for the following and note for your records:

- Ensure site operatives are aware of our site working hours. Site opening hours should be displayed clearly within the sign in area. This includes our weekend and bank holiday working hours.
- Ensure all signage displayed around and leading to our site is compliant with the below and attached.

Any problems or question with the content of the email, please let me know.

Regards
Stevie

Steven Laurie | UK Head of Production
Taylor Wimpey UK Ltd
Gate House, Turnpike Road, High Wycombe, HP123NR
Mob – 07771842361 | email – Steven.Laurie@taylorwimpey.com



PRODUCTION MEMO Nº 15

**Taylor
Wimpey**

PRODUCTION MEMORANDUM

To: Production Directors
Apprentice Managers
Production Secretaries

Cc: Lynette Gleeson
Neil Morton, Site Safety Construction Products Ltd

From: Steven Laurie

Date: 30/8/19

Subject: **APPRENTICE TOOLKITS**

One of the requests made during the review of the Five-Year Direct Trade plans was to see whether we could pool our collective requirement for apprentice toolkits and achieve a more competitive price.

Working with Sandeep Gahir and Joan Meakin, I am pleased to announce that we have achieved a very good offering from Site Safety.

Site Safety were chosen by Taylor Wimpey Logistics as they achieved the required level of conformity, suitability and uniformity of the kits throughout the business. The details of the kits are shown below:

Taylor Wimpey

Site Safety
CONSTRUCTION PRODUCTS LTD

**Taylor Wimpey Apprentice
Bricklayers Toolkit**

- Stanley Steelmaster 20oz Brick Hammer
- Marshalltown 10" Brick Trowel with Durasoft Handle
- Marshalltown 6" Pointing Trowel with Durasoft Handle
- Stabila STB-16333 Type 96-2 120cm/60cm Twin Pack
- Stanley Fatmax 30mtr/100ft Chalk Line Reel Set
- Pair Forged Line Pins
- Stanley Fatmax 5mtr Tape Measure
- Zip Holdall 30"
- Marshalltown Brick Jointer 1/4" & 5/8"
- 1/2kg Hank Builders Line
- Redecker Hand Brush with Split Horsehair
- Roughneck 2 1/4" Brick Bolster with Hand Guard
- Roughneck 4" Brick Bolster with Hand Guard
- Stanley Craft Knife & Blades
- Stabila Torpedo Boat Level
- Fibreglass Club Hammer 1kg
- Roughneck Plugging Chisel
- Marshalltown Corner Block x 12
- Mason's Pencils x 2

£292.80

Order direct from Site Safety on 0113 391 2821 or email: sales@sitesafetycp.co.uk



APPRENTICE TOOLKITS

PRODUCTION MEMO Nº 15



Taylor Wimpey

Site Safety
CONSTRUCTION PRODUCTS LTD

**Taylor Wimpey Apprentice
Joiners Toolkit**

- Irwin Record No.60 ½ Block Plane
- Stanley Dynagrip Pro 5pce Bevel Edge Chisel Set
- Stanley Cushion Grip 10pce Screwdriver Set
- Stabila STB-16333 Type 96-2 120cm/60cm Twin Pack
- Jack 880UN Universal Handsaw 550mm 9T Triple Ground
- Stanley Combination Square
- Zip Holdall 30"
- Bosch Self Cut Speed Spade 6pce Flat Bit Set
- Roughneck 3pce Nail Punch Set
- Stanley Fatmax Pro Autolock Tape 8mtr
- India IB8 Combination Bench Stone Fine/Coarse
- Stabila 80AS-2 Double Plumb Level 1800mm
- Estwing E3/20C Curved Claw Hammer 20oz
- Jack 990UHP-550 HP Fine Handsaw 550mm
- 2 x Marples M2226 Sliding Bevel 10½"
- Faithfull Double Tool & Nail Pouch
- Makita DLX2180TJ 18v & 2 5.0Ah Batteries Twin Pack
- Makita P-90249 100pce Trade Drill & Screwdriver Accessory Set
- Bahco 9526 Combination Auger Bit Set (10,13,16,19,22 & 25mm)
- String Line
- Chalk line

£879.35

Order direct from Site Safety on 0113 391 2821 or email: sales@sitesafetycp.co.uk

Site Safety are expecting high demand for these kits and as such are currently planning their activity to ensure that they can supply the kits just in time for your apprentices starting.

They have already received and supplied the kits to seven business units who have been delighted with the contents and the turnaround for delivery.

To ensure that all business units receive the same service we would suggest that you advise Neil Morton of the following:

1. Estimated start time for your apprentices to commence training. i.e. W/C 9th September
2. Quantity of Bricklayers kits required
3. Quantity of Joiners kits required

At this moment, Neil is not requesting purchase orders, just the above information to plan his activity.

However, should you require kits within the next fortnight, then I would suggest that purchase orders should be placed without delay.



PRODUCTION MEMO N° 15

As a National and Regional supplier to Taylor Wimpey you should find that Site Safety's supplier details are set up centrally, but you will also need to ensure that they are set up as a supplier for your business unit.

Contact Details:

Neil Morton, Director
Site Safety Construction Products Ltd
sales@sitesafetycp.co.uk
Mobile 07834 411020
Office 0113 391 2821

Site Safety Construction Products Ltd
Unit 6 Apex Business Park
Apex way
Leeds
LS11 5LN

Steven Laurie | UK Head of Production
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Gate House, Turnpike Road, High Wycombe, HP123NR
Mob – 07771842361 | email – Steven.Laurie@taylorwimpey.com



PRODUCTION

PRODUCTION MEMO Nº 16



PRODUCTION MEMORANDUM

To: Production Directors
Production Managers

Cc: Quality Managers

From: Steven Laurie, UK Head of Production

Date: 15/3/21

Subject: **ENERGY DO'S & DON'TS GUIDANCE LAUNCH**

Dear all,

Please see attached a copy of our Energy Do's and Don'ts document. This is the first Taylor Wimpey wide guidance document on operational energy management.

Energy management is important for cost management and for us to become a more efficient business. However, equally important is that using less energy means emitting less carbon dioxide into the atmosphere. This helps us play our part in mitigating climate change and meeting our carbon reduction targets, as part of our environment strategy.

There is a dedicated section for Production, for both site and office- based personnel. I would be grateful if you could consider and apply this guidance where appropriate.

There are other sections within the document dedicated to commercial, sales, offices, and business travel. The document is being distributed to those disciplines and will be made available on inhouse.

If you have any questions please do not hesitate to contact me or Ian Heasman
ian.heasman@taylorwimpey.com

Actions –

PDs – Cascade this memo to all Site Management teams by March 19th at the latest and ensure the topic is covered at your next Site Management meeting.
PMs – Ensure that the principals set out in the document are followed on site
QMs – For information

We will cover at the next PD call, which will allow any questions to be asked.

Kind Regards

Steven Laurie | UK Head of Production
Taylor Wimpey UK Ltd
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Mob – 07771842361 | email – Steven.Laurie@taylorwimpey.com

NHBC DATA COMPLIANCE PROCESS



PRODUCTION MEMO Nº 17



PRODUCTION MEMORANDUM

To: Production Secretaries
Production Directors

Cc: Technical Directors
Sales Directors
Stephen Andrew
Dale Saunders
Emma Shaffner
Paras Makwana
Syed Ali

From: Steven Laurie, UK Head of Production

Date: 23/04/2021

Subject: **NHBC Data Compliance Process**

Context

The NHBC have advised that they are currently not able to fully meet their Insurance Distribution Directive (IDD), which is a directive that relates to any insurance provider and that any customer buying any insurance is required to receive a copy of the policy ahead of the full purchase.

In our case, the NHBC are required to provide details of the Buildmark warranty to a customer very shortly after reservation. The data we supply is then also used for onward comms from the NHBC and issuing the surveys for us – which is pivotal. We provide the NHBC with data on a monthly basis currently and we can see that the quality of data needs to be improved across a number of our BUs.

See the below breakdown provided by the NHBC regarding our quality over the last 12 months of which plot and policy numbers are mandatory and need to match against the data the NHBC hold for the corresponding plot.



NHBC DATA COMPLIANCE PROCESS

PRODUCTION MEMO N° 17

Table 1 – Ranked Level of Data Compliance

Regional breakdown	IDD Complaint data (last 12m)
Taylor Wimpey (group)	59.3%
Taylor Wimpey West Scotland	91.9%
Taylor Wimpey West Midlands	89.4%
Whitehill & Bordon Development Company Phase1A LTD	87.9%
Taylor Wimpey South Thames	86.8%
Taylor Wimpey North Yorkshire	86.0%
Taylor Wimpey East Midlands	80.1%
Taylor Wimpey North West	76.4%
Taylor Wimpey South Wales	75.0%
Taylor Wimpey Midlands	72.8%
Taylor Wimpey North East	71.5%
Taylor Wimpey Yorkshire	71.0%
Taylor Wimpey Southern Counties	68.8%
Taylor Wimpey Exeter	67.9%
Taylor Wimpey South Midlands	62.8%
Taylor Wimpey Oxfordshire	62.7%
Taylor Wimpey Manchester	62.4%
Taylor Wimpey West London	58.7%
Taylor Wimpey East Scotland	44.3%
Taylor Wimpey East Anglia	39.3%
Taylor Wimpey North Midlands	31.6%
Taylor Wimpey Central London	22.2%
Taylor Wimpey South East	17.8%
Taylor Wimpey North Thames	14.8%
Winstanley and York Road Regeneration LLP	14.3%
Taylor Wimpey Bristol	13.2%
Taylor Wimpey East London	0.7%

Actions

We have seen inconsistencies across the business units in who inputs this information and we believe this is leading to some of the errors. These errors could be the addition of the wrong plots if inputted too early, Technical and the incorrect policy numbers being entered due to the Production Secretary not owning the full process. In order to improve our IDD data, we have agreed that certain elements of the process should be completed by the Production Secretary. For clarity, we have mapped a process below and the boxes in yellow to highlight where the Production Secretary should ensure ownership of action.

Actions for Production Secretaries

NHBC DATA COMPLIANCE PROCESS

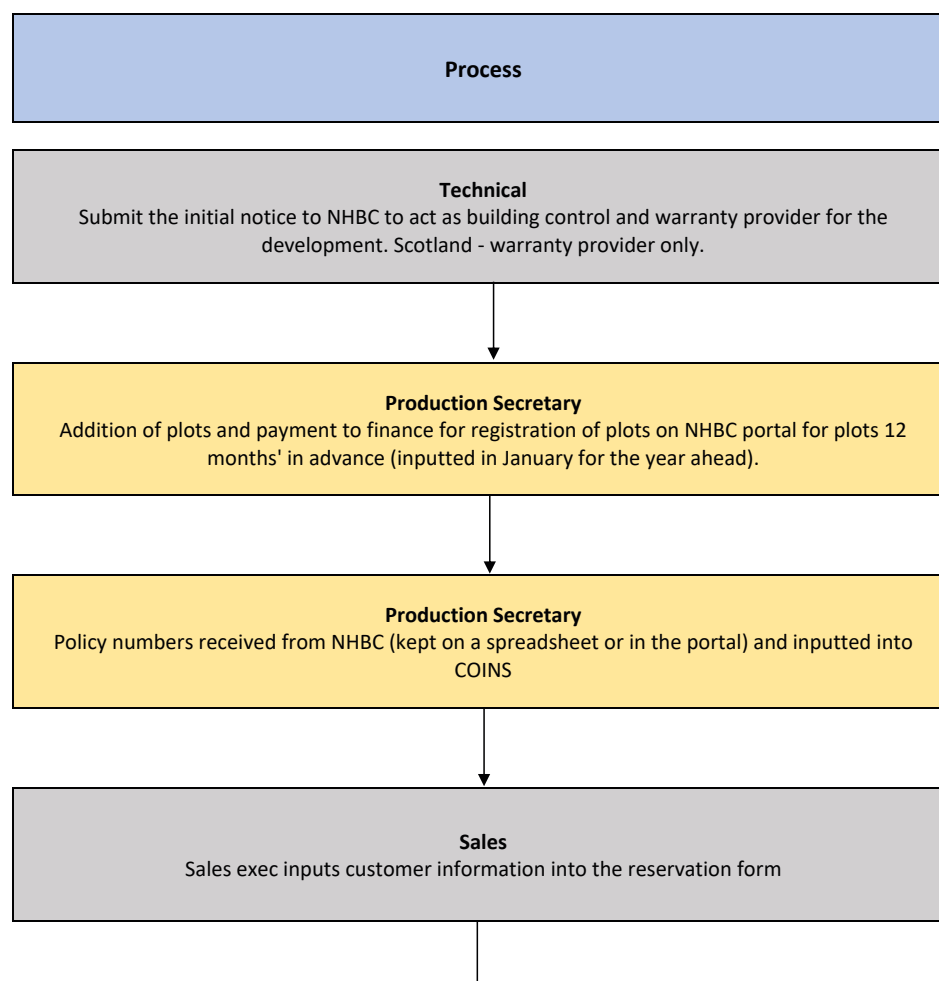


PRODUCTION MEMO N° 17

- 1) Therefore, going forward please can the Production Secretaries register the plots on the NHBC portal for plots 12 months' in advance.
- 2) Please ensure that you add the policy number onto COINS and check it matches with what was received from the NHBC.
- 3) PDs and Production Secretaries should confirm back via email that this has been understood.
- 4) Where Technical and Sales teams currently complete the highlighted actions this should be passed over to Production Secretaries to complete.

This process forms part of one of the presentations at the Production Secretary conference therefore, if you have questions or concerns.

Flow chart 1 – Process Map

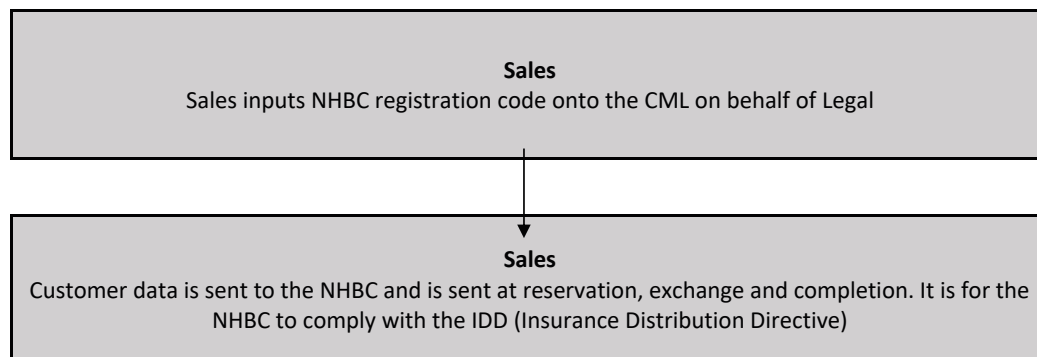




NHBC DATA COMPLIANCE PROCESS

GROUP PRODUCTION
MEMORANDUMS

PRODUCTION MEMO N° 17



Kind Regards

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PRODUCTION MEMO N° 18

**PRODUCTION MEMORANDUM**

To: Production Directors

Cc: Production Secretaries

From: Steven Laurie, UK Head of Production

Date: 15/7/21

Subject: **ABSENCE SUMMARY**

Dear all,

The effect and trends of positive Covid cases and active track and trace absence is essential for us to monitor as a business.

The data which we receive does not appear to reflect the challenges I am hearing from the local BUs.

Can I therefore remind everyone of the [Absence from Work Policy](#) which if followed should provide the accuracy of statistics we require.

Many thanks in advance for your assistance.

Kind Regards

Steven Laurie | UK Head of Production
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EMPLOYEE SURVEY FEEDBACK

PRODUCTION MEMO Nº 19

**Taylor
Wimpey**

PRODUCTION MEMORANDUM

To: Production Directors, Production Managers, Production Secretaries, Quality Mangers

Cc: Managing Directors, Group Production, Russ Brittain

From: Steven Laurie, UK Head of Production

Date: 30/7/21

Subject: **EMPLOYEE SURVEY FEEDBACK**

Dear all,

Following on from the employee surveys, we have been working with the other functional leads to ensure that the feedback we received is actioned and that we are aligned as department heads.

I am pleased to enclose the Group Production Poster that has been created for you to share our strategy based on your feedback.

To ensure everyone receives the above communication, please can you complete the following actions: -

- PDs – please cascade the posters to the rest of your team.
- Production Secretaries - print 3 copies of the poster and laminate for each site. The posters should be displayed in 3 locations on your sites:
 - Signing in point,
 - Canteen,
 - Drying room.
- Site Managers should complete a toolbox talk with their weekly paid staff and discuss the content of the poster.

We are committed to providing you with regular updates and will continue to keep you aware of our plans and our progress throughout the year.

If you have any issues or additional feedback in the meantime, please do not hesitate to get in touch via the Group Production email: Group.Production@taylorwimpey.com

Kind Regards

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PRODUCTION UPDATE



PRODUCTION MEMO Nº 20

**Taylor
Wimpey****PRODUCTION MEMORANDUM**

To: Production Directors, Production Managers, Production Secretaries, Quality Managers

Cc: Managing Directors, Group Production

From: Steven Laurie, UK Head of Production

Date: 29/11/21

Subject: **PRODUCTION UPDATE**

Dear all,

We would like to update you on the progress we have made since our last employee communication in July.

I am pleased to enclose the next Group Production poster that has been revised and informs you of our current progress on the objectives we set out to achieve based on your feedback.

To ensure everyone receives the above communication, please can you complete the following actions:-

- PDs – please ensure that this poster is cascaded to the rest of your team including site and weekly paid employees.

We are committed to providing you with regular updates and will continue to keep you aware of our plans and our progress.

If you have any issues or additional feedback in the meantime, please do not hesitate to get in touch via the Group Production email: Group.Production@taylorwimpey.com

Kind Regards

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PRODUCTION DEVELOPMENT

PRODUCTION MEMO N° 21

**Taylor
Wimpey**

PRODUCTION MEMORANDUM

To: Site Managers, Production Managers

Cc: PDs, Paula Oliver, Mike Mottram, Lynette Gleeson

From: Steven Laurie, UK Head of Production

Date: 03/02/22

Subject: **PRODUCTION DEVELOPMENT**

Dear Colleagues,

Amidst the skills shortages we face, we know that attrition remains an issue within the Production function. I have been working with Jennie, Anne Billson-Ross, and the HR teams to look at ways of supporting Production and ensuring we are able to attract and retain the right people.

The first step is to improve the employee experience within Production as a function and as an early part of the journey we are providing sessions on the Production Academy and Performance Management.

The aim of these sessions is to increase the confidence with which we can speak about the Production Academy and sell the benefits of continuous development as we know that this has a positive impact on retention. We also want to ensure that managers are having meaningful conversations with their teams and managing performance and development on an ongoing basis.

Two one-hour sessions have been created to support you:

Session 1 - Overview of Production Academy

We'll use this time to explain how employees register to the Academy, what the Academy is for the different roles, how we partner with the NHBC, the Assessment and Reward processes, and will be available to answer your questions throughout.

- February 8: 3-3.45pm
- February 16: 9-9.45am
- February 22: 12-12.45pm
- March 2: 9-9.45am

PRODUCTION DEVELOPMENT



PRODUCTION MEMO N° 21

Session 2 - Performance Management

We'll use this time to explain the Appraisal Process including timeframes, the form, and ratings, we'll ensure everyone can set effective objectives and deliver meaningful feedback, and we'll ensure everyone is able to create a suitable development plan for individuals within their team.

- February 9: 12-1pm
- February 15: 9-9.45am
- February 23: 3-4pm
- March 1: 9-9.45am

You can sign up to the sessions listed above by using this link: [Sign Up Here](#)

If you have any queries, please do not hesitate to contact me.

Regards

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MANDATORY CS TRAINING FOR SITE TEAMS

PRODUCTION MEMO Nº 22

**Taylor
Wimpey**

PRODUCTION MEMORANDUM

To: Production Directors, Paul Briden

Cc: Production Managers, Production Secretaries

From: Steven Laurie, UK Head of Production

Date: 05/04/22

Subject: **MANDATORY CS TRAINING FOR SITE TEAMS**

All,

With the impending introduction of the New Homes Ombudsman our ability to communicate effectively with our customers is more important than ever. We acknowledge that we have not provided consistent training in this area for several years, however I am pleased to let you know that we have recently gained approval for a mandatory, tailored Customer Service course to be delivered to site management teams by the training provider, Penguin.

As part of that training, all site management teams will be required to complete a DISC assessment ahead of the first workshop delivery in May. The site management team includes Site Managers, Assistant Site Managers and Trainee Site Managers.

DISC reports provide information on an individual's behaviours and communication preferences. With this knowledge, the report holder gains valuable insight into how their behaviour or communication style could be perceived by others and will allow you to adapt your communication to have better, more productive conversations with those you may find 'difficult' to communicate with.

From a management perspective, DISC methodology provides insight into the different behaviours that exist within teams. This enables managers and leaders to adapt their communication to specific team members - and their team as a whole - when completing items such as communicating change, providing feedback, coaching, delegation etc.

