

Controlling quality on site

Our Quality Management System includes processes and procedures to control quality on site for every contract. Each contract has a bespoke Quality Manual and method statements to control, monitor and inspect the works to deliver zero defects on handover. Our operational teams establish close working relationships with client teams agreeing the quality standards, post inspection processes, handover arrangements, materials specifications and defects rectification procedures. All our operatives are responsible for the standards of their own work, signing off the quality and taking responsibility to rectify non-conformities as they arise. Site managers hold daily briefings to reinforce quality standards and undertake quality checks at each key stage in line with the benchmark standard followed by a full handover inspection. We use pilot properties to set benchmark standards for quality.

Operatives and site managers inspect all materials, record findings and sign off that all materials are defect free. We immediately send back any defective products or materials and track defects to identify trends. Our handover process focuses on reducing disruption for customers and ensuring they are happy with the quality of the work whilst providing additional information on the works to help reduce the number post work call outs. The inspection process incorporates any past quality issues (i.e. defective decorating/plastering) to ensure continual improvement.

Summary of how we control quality:

- Quality Policy, processes and procedures
- Induction, training and mentoring of staff and supply chain to understand quality standards and procedures
- Post-completion checklists and sign off
- Material checks
- Daily briefings and inspections
- Final site manager inspection of 100% of completed works before handover
- BRAG (Blue, Red, Amber and Green) system to monitor subcontractor performance
- Close liaison with client to identify any issues as they arise
- Non-conformance reports to monitor trends and establish improvement plans where required i.e. linked to training or procedure.

Monitoring and inspecting works to deliver zero snags on handover

We use a quality management and inspection plans to ensure zero snags on handover. Inspection plans detail timings, responsibilities and audit processes and are the responsibility of the site manager to implement and monitor. This includes inspection of both workmanship and materials, ensuring that all products and materials meet the required specification and quality. On all of our contracts, we monitor and inspect the works in the following ways:

- Hold pre-start meetings with subcontractors to explain quality standards and inspection procedures
- Site manager inspects all materials as they are delivered
- Day-to-day monitoring / end of day quality checks carried out by site managers
- Key stage inspections of critical path tasks completed to enable handover between trades
- Work closely with clients to identify any issues as works progress
- Complete making good whilst finishing the works to reduce return visits
- Hold joint post-inspections with clients/CoW's.

Our site teams always aim to complete works with zero defects and meet our value of 'Do it once. Do it Right'. All d+b sites target zero defects at handover stage and there are four main facets to this process:

1. **Prevention:** Site specific agreed quality management plan
2. **Define and Align:** define 'What good looks like'
3. **Identification and rectification:** Process for defective work
4. **Effective snagging process:** We use written and electronic recording of an agreed route to expedient snagging. Snagging lists are circulated daily to keystaff.

Supply chain

We use a comprehensive vetting and verification process to assess the quality of subcontractors, ensuring operate to ISO 9001 or an equivalent system. We then constantly monitor subcontractor performance in meeting timescales and service KPIs to reinforce quality standards, provide updates and review instances of under performance.

Person Responsible for quality

Supplier relationships will be owned by our Procurement Director, Gerry Hughes.

On a day to day basis, on-site works quality of workmanship will be managed and overseen by our Site Manager, Kosta Baker to ensure ongoing compliance and quality.