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# Introduction

## The Operating Framework

This framework sets out the key rules and best practices for operating the Taylor Wimpey business. It is designed so that anyone, whether new to the Group or a long-term employee, can pick up the framework and quickly understand our approach across all functional areas.

It is guided by our Business Strategy and supported by other documents ranging from checklists to separate functional manuals (all of which can be found on the intranet). The Operating Framework draws out the key elements of these documents and highlights cross-functional areas that should be understood by everyone in the business. As an example, we don't expect Sales and Marketing Directors to read a detailed finance manual, but we do expect them to have reviewed the finance and all other sections of the Operating Framework, and therefore understand the key Financial Controls that we operate.

The framework has been created and is updated as required using the accumulated experience of many people, developed through experience over many years in the house building industry. It is impossible to design a fixed structure that works in all instances. We expect our people to use their own judgement and an entrepreneurial approach to taking decisions and solving problems within this framework. The framework therefore has two 'levels':

- **Rules** that should always be followed unless signed off as an exception
- **Best practices** that are usually the best answer but where alternative approaches can be taken according to the judgement of the individual

These rules are designed to achieve a purpose. It is more important that the underlying objectives of the rules are achieved rather than that they are followed blindly i.e. the spirit of these rules is more important than the letter of them. There may be occasions when the rules need to be varied to achieve the required business outcome but within Finance, Commercial and HSE they are applied strictly. These rules should be seen as "The Normal" level of requirements BUT there may be circumstances due to operational issues when special measures will have to be implemented.

This framework was initially rolled out in early 2010 and has been revised subsequently. The current version is the largest update since its introduction and reflects the experiences of our business over a five year period post-merger, changes over time in products and the planning system, the impact of the economic recession and our latest thoughts on business strategy. It is not intended to be a fixed unchanging document and will continue to evolve over time to continue to reflect the best way to run a UK housing developer.

## Principles

The Operating Framework does not specifically focus on our culture or ethical approach, although we would hope that it comes through in the summary of the Business Strategy and in the level of emphasis we have given certain areas. We believe that a culture is set by the people in an organisation and how they behave and communicate. It can be reinforced by the way that the business is organised and influenced by the rules that you apply.

Our cultural principles are set out below:

1. If something is worth doing, it's worth doing properly
2. If we make a mistake, we put it right
3. We are competitive and don't accept second best
4. We will not compromise on ensuring that everyone leaves our sites safe and well
5. We behave with integrity, are honest and forthright, and we support each other
6. We strive to enhance the environment and local community and to run our business in a way that is sustainable
7. Knowledge and information is key; we take our decisions on fact not emotion
8. We value individuals from diverse backgrounds and aim to develop potential to the mutual benefit of the individual and the business.

We have tried to avoid stating the obvious for the sake of it. For example, we have not mentioned every law or regulation that applies to the business – it goes without saying that we should remain within these laws in everything that we do. We have mentioned one or two where they are particularly relevant for our industry and every employee should make themselves familiar with Taylor Wimpey's Code of Business Conduct and policies on Anti-Corruption, Competition Law and Money Laundering.

## Centralised vs. Decentralised

We have always believed in a decentralised business. This means that all of our business units are standalone units which could operate as full profit centres in their own right, with their own management team. It also means that we keep the level of central staff down to the minimum required for support, control and for adding clear value in a small number of key areas.

We do not have large central departments. Finance (for control and reporting), HR (for support, control and as a specialist), IT (as specialist) and Legal (for control and as a specialist) are our only significant central departments. We also have very small functions in Land, Sales, Customer Service, Procurement, Design and Communication where we think national co-ordination and leadership can add significant value.

We also believe that the people in the business outside of our business units have a lot of value to add. Whether they be our DMDs, our Group Management Team or a functional specialist, they will often have previous experience or an independent view that will add to local decisions and processes. The Operating Framework sets out ways in which this can happen, but most importantly it will only work well if both those within and outside our local businesses work together positively.

## What's changed since the last review

The significant changes in this version are:

- Passing some DMD approvals to MDs with the intention of giving MDs greater ownership and responsibility for their business performance
- Introduction of new sections on Sustainability, Community Infrastructure Levy and Operating Systems
- Updates required to ensure consistency with "Making it (1B1S) stick" and the latest revisions to functional manuals (most notably in Commercial)

For ease of review there are two versions of the document available on "in House". One is a clean copy and the other shows all changes to functional rules and best practices since the previous version highlighted in yellow.

Please note that we anticipate further updates to the People and Customer Services sections during 2016.

## Challenge

Lastly, we have given a lot of thought to this approach and passionately believe it is the right way to operate. The Operating Framework and its updates have been challenged by a wide group of people with a wide variety of experience in the industry. We expect the spirit of the framework to be followed without the letter being ignored or neglected. We have given, where practical, the reason for each rule, but we welcome people challenging or questioning the reasoning and providing feedback.

# Business Strategy

## Our vision for the Company is:

To become the UK's leading residential developer for creating value and delivering quality

## Strategic Objectives:

Deliver average returns through the cycle of 20% (ROCE).

Consistently earn top quartile margins.

Add an average of 15% to NAV per annum (excluding shareholder distributions), and never go backwards.

Ensure that we turn profits into cash at the appropriate point in the cycle.

## Cultural Principles:

If something is worth doing, it's worth doing properly.

If we make a mistake, we put it right.

We are competitive and don't accept second best.

We will not compromise on ensuring that everyone leaves our sites safe and well.

We behave with integrity, are honest and forthright, and we support each other.

We strive to enhance the environment and local community and to run our business in a way that is sustainable.

Knowledge and information is key; we take our decisions on fact not emotion.

We value individuals from diverse backgrounds and aim to develop potential to the mutual benefit of the individual and the business.

## Strategic Principles:

It all starts with land: control it, acquire it, manage it and add value to it. Be outstanding.

We are in this for the long term and so we manage the business for value over the housing cycle.

Recruit, train and develop employees to the highest level in the industry. Provide employees with the right challenges to build and retain an industry-leading work-force with a Taylor Wimpey culture.

Build aspirational homes on aspirational developments for our customers, deliver a great Customer Journey and become the homebuilder of choice for our target markets.

Achieve great returns over great size. Grow value before volume.

Stick to the knitting, but be really great at knitting. Great processes, consistently applied.

# Sustainability

Our customers' and stakeholders' expectations are changing. We need to understand how we are going to meet our customers' and society's changing needs and how to balance economic, social and environmental priorities. Sustainable development is the answer to these challenges; it is the right thing to do and it will lead to a better performing business.

## Principles and Priorities

We have developed six sustainability principles to guide all our business activities on our journey towards becoming a more sustainable business. We have a number of strategic priorities and commitments in relation to planning, product, flooding, waste, resource efficiency, climate change, supply chain, biodiversity, water use, post occupancy monitoring and non-financial information. Details of our principles and priorities are in our Sustainability Strategy document [\[link\]](#).

## Our sustainability principles

1. We try to understand the communities, the environments and the economies in which we operate.
2. We understand the consequences of our business activities and work to improve the positive social, economic and environmental outcomes while reducing any negative impacts.
3. We work and develop sustainably to achieve our business objectives. These include greater efficiency, less waste, more certain planning outcomes, an enhanced reputation and better relationships with stakeholders and communities based on trust.
4. We treat the communities in which we build as we would like to be treated if development was taking place near our own homes.
5. We are not afraid to challenge others where we consider the political, regulatory or other influences that our business faces are not sustainable, reasonable or viable.
6. We want to leave a positive environmental, social and economic legacy that future generations can enjoy, which is the right thing to do, and will contribute to trusting and enduring relationships with communities and other stakeholders.

## Culture Change

Improving the company's sustainability is a matter of culture change. Our sustainability journey will require changes to the way in which we work and what we deliver. Our response to today's sustainability challenges will become tomorrow's business as usual.

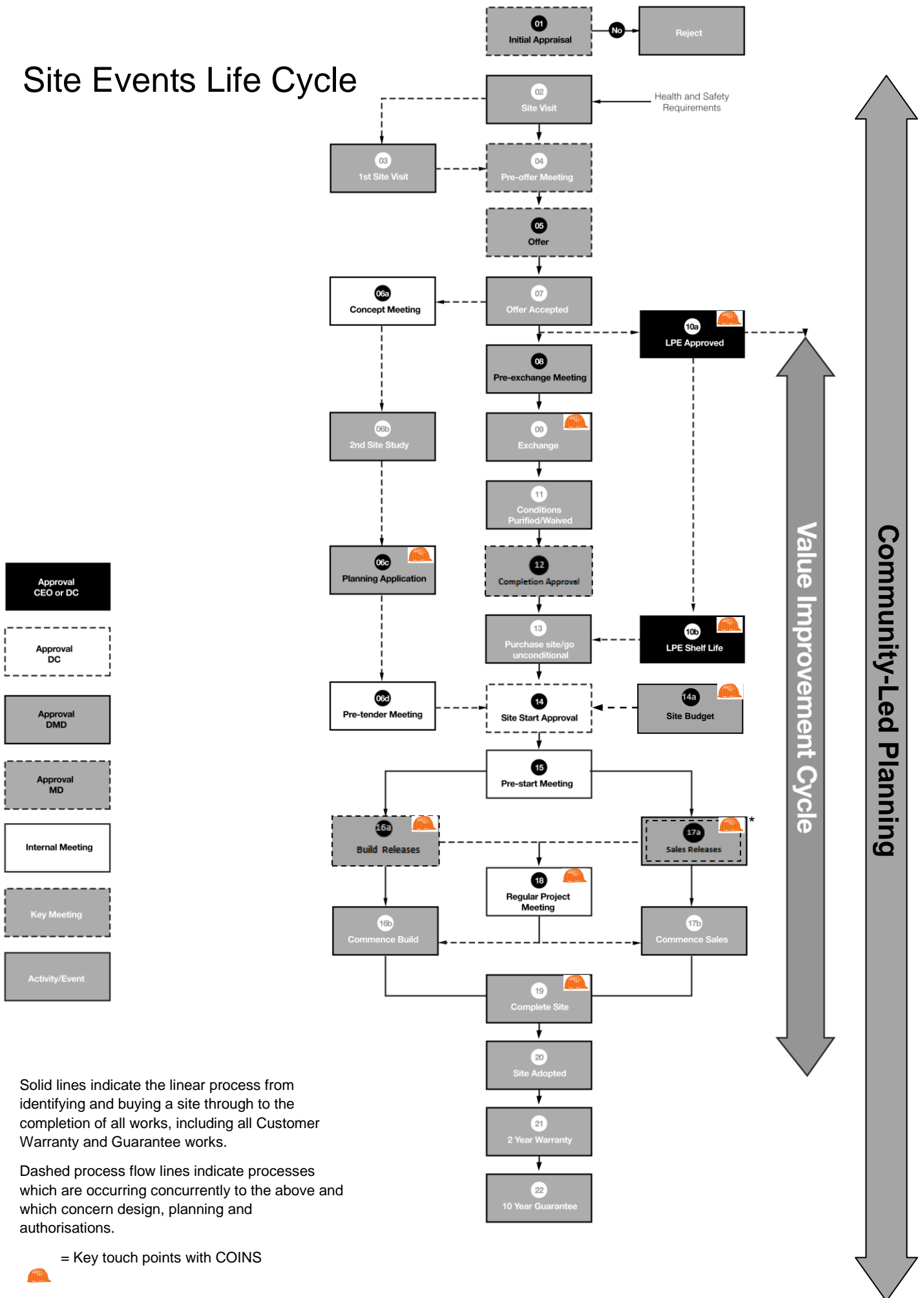
## Responsibility and Accountability

Sustainability Strategy is agreed by the GMT and GOT. It is implemented across our business through the DMDs and BU MDs. The Sustainability Steering Group (SSG) is responsible for co-ordinating, developing and communicating the strategy. It approves the set-up of working groups and their scope of works. Our regional home-building businesses and other business functions are responsible for implementing authorised action plans.

## Outputs and other Benefits

Sustainability can provide increased efficiency, reduced waste, improved quality, cost efficiency and better, more trusting relationships with our stakeholders. Sustainable business practices will help create value and deliver quality to help us in our aim to become the UK's leading residential developer.

# Site Events Life Cycle



Solid lines indicate the linear process from identifying and buying a site through to the completion of all works, including all Customer Warranty and Guarantee works.

Dashed process flow lines indicate processes which are occurring concurrently to the above and which concern design, planning and authorisations.

Orange hard hat icon = Key touch points with COINS

\* See Sales & Marketing, clause 4.4.1

## Site Life Cycle – Key events and purpose

Stage	Key	Purpose
Initial Appraisal	1	Ascertain whether the lead is worthy of progression
Site Visit	2	Visit prospective site, identify any potential issues, carry out “Initial Land Risk Assessment”
1 <sup>st</sup> Site Study	3	Desktop study developing the proposal on which to make an offer
Pre-offer Meeting	4	Determine level of offer and any conditions
Offer	5	Event
LPE Approved	10a	Approval of Land Purchases in accordance with corporate objectives
Concept Meeting	6a	An opportunity for the whole BUMT to discuss the key issues in their approach to the scheme including design risk assessment Develop the site strategy, including approval, and finalise the planning application
2 <sup>nd</sup> Site Study	6b	Project team familiarisation of the site and review of further issues
Planning Application	6c	Propose and gain approval for the site layout and design
Pre-tender Meeting	6d	Handover of info from L&P / Technical departments to Commercial. Update on changes to layout / details etc. since Concept Meeting. Ensure that details re HSE aspects of project will be available to contractors
Offer Accepted	7	Event
Pre-exchange Meeting	8	Communication, prior to exchange, of all issues around proposed site purchase in accordance with pre-exchange meeting agenda. By signing agenda at the end of the meeting the DMD authorises BU to proceed to exchange
Exchange	9	Event
LPE Shelf Life	10b	Re-approval of land purchase due to delay
Conditions Purified/Waived	11	Approval/agreement to the release of conditions prior to unconditional exchange
Completion Approval	12	Updated pre-exchange meeting which requires MD approval to complete
Purchase Site / Go Unconditional	13	Key stage gate – to be re-authorised using the original authority model
Site Start Approval	14	Obtain DC approval to commit to the development prior to first sales release or construction commencement (which ever is earliest)
Site Budget	14a	Obtain DMD approval to set the performance benchmark for the site
Pre-start Meeting	15	Handover meeting for Production and Sales
Build Releases	16a	Obtain approval to commence foundations and/or superstructures in accordance with WIP schedule
Commence Build	16b	Event
Sales Releases	17a	Approve sales strategy on site, including selling prices
Commence Sales	17b	Event
Regular Project Meeting	18	Provide effective communication between departments, discussing build issues, progress, commercial position (CVR/P&L) and sales progress/forecast
Completed Site	19	Close out site following the final legal completion. Provide provision for costs to adoption
Site Adopted	20	Responsibility for public areas (roads / sewers etc.) transferred to local authority. BU has no further liability for the maintenance of public areas and bonds can be released
2 Year Warranty	21	TW guarantee period to customers for plot works
10 Year Guarantee	22	Guarantee period for plot works covered under NHBC Buildmark (or others) initial 2 years covered by TW

# Community & Stakeholder Engagement

## Objectives

Our first priority is to continue to secure viable planning consents efficiently and effectively. Our strategic priority is to be the best in class developer for planning as well as satisfying the legal requirement for consultation.

## Process

We have a consistent and robust approach to community and stakeholder engagement as set out within our 'Community Engagement Toolkit'. This is a UK-wide approach designed to be implemented on all sites and throughout the lifetime of a development (prior to land purchase and through to home sales and site completion). We must progress every site through the framework; all sites are different and each will require a specific solution, however we should always consider each stage of the framework, although all points may not be relevant to every site. Community engagement should not stop once planning consent has been achieved and is a business unit wide commitment.

Our aim is to be better informed, have a greater understanding and therefore enhance operational efficiency on every site.

We must manage the process and take the lead – consultants, where instructed, should be appointed in a timely manner, competitively tested, effectively briefed and managed for the task in hand. We must take responsibility for our reputation and should therefore ensure all consultation and engagement is carried out under the Taylor Wimpey name.

The actions taken should be recorded in a community engagement report which can, if appropriate, be used as the basis for the statement of community engagement to accompany any planning application.

Our Community Engagement Toolkit is the primary internal resource and it provides details and guidance on:

- Our approach to community and stakeholder engagement including the assessment of economic benefits; the framework for our engagement process is to be used on every site
- Our templates to support the process and to present our engagement in a consistent way; all engagement must use the appropriate template
- Our digital presence including our webpages, community engagement database and email updates; all proposed developments should have a webpage on our website

## Format, frequency and timeframe

Community engagement is an ongoing requirement – the community engagement report for each site should be continually updated and key events that have occurred (or should occur) during the period should be reviewed at a BU Project Meeting. Community engagement should be present on the agenda for every Management Meeting and for the pre-tender meeting on every new land purchase.

## Responsibilities and accountability

The BU MD has responsibility for driving community and stakeholder engagement throughout the business. The MD ensures that all functions play a part in successful and consistent community engagement. The DMD will review the progress of the community engagement at the Management Meetings.

The LPE will require the initial approach to community engagement and report to be provided.

## Outputs and other benefits

Community and stakeholder engagement, if completed properly, should reduce the surprises that occur across the lifetime of a development. It should reduce commercial and planning risk.

The research and reconnaissance element of the Community Engagement Framework will provide considerable information for the sales and marketing department. Successful progress through the Community Engagement Framework will bring the sales process forward by building reputation, brand and awareness of a scheme at an early stage.



# Communications

## Objectives

At Taylor Wimpey we strive to deliver clear, open and accurate two-way communication with all of our stakeholder groups - from customers and shareholders to media and regulatory bodies.

Being a leading UK homebuilder and increasingly a substantial voice in the industry, Taylor Wimpey is often approached for comment by both national and regional media.

Accurate and consistent communication across the Group is essential to promoting our business, our key strategic messages and protecting our corporate reputation.

Effective communication supports our vision to become the UK's leading residential developer for creating value and delivering quality.

## Process

A consistent and robust approach to communications throughout the business is required. This applies to all areas of our business and covers every function.

It is our strict policy that no members of staff, nor organisations/people employed on our behalf (e.g. subcontractors, suppliers), provide comment directly to the media. All media enquiries should be passed to the relevant Public Relations (PR) agency.

To ensure maximum effectiveness in dealing with the media, all Taylor Wimpey staff and the agencies we work with should adhere to certain procedures for all media liaison and social media use. These are contained within the Communications Manual, which is available on inHouse.

The Communication Manual has also been updated to cover important guidance to ensure compliance with data protection legislation and maintain professional internal and customer communications.

The Communications Manual covers five key areas:

1. Communication during significant incidents or potential reputation-damaging situations (e.g. accident on site)
2. General media enquiries (regional and national)
3. Social media
4. Ministerial or other VIP visits
5. Internal and customer communications

Following these procedures will help ensure accurate, consistent and effectively managed communication across the Group.

Please note that the area of communications, and in particular guidance around social media, is constantly evolving therefore the Communications Manual will continue to be updated. The most up-to-date version of the Communications Manual can be found on inHouse.

## Responsibilities and accountability

All Directors/Heads of Department have a responsibility to ensure they understand their role within the communications framework, as well as that of the external agencies and ensure their team adheres to the Communications Manual. They also have a responsibility to ensure they have access to the most up-to-date version of the Communications Manual. It is the ultimate responsibility of the MD to ensure that this is carried out.

## Outputs and other benefits

Formalising a consistent approach to communications across the Group will assist in:

- Ensuring Regional Business Units (RBUs) and Head Office do not issue conflicting or inaccurate messages to the media
- Maintaining control and effectively managing sensitive situations
- Maintaining control of commercially-sensitive information, particularly around key financial reporting dates
- Providing timely and accurate information to journalists and other stakeholders
- Protecting our corporate reputation and brand
- Effectively promoting our business and our key strategic messages
- Ensuring compliance with data protection legislation
- Maintaining professional communications internally and with our customers

## Contact

The Communications Manual is owned by the Investor Relations and Corporate Communications department based at Taylor Wimpey Head Office in High Wycombe.

If you have any questions about the Communications Manual or would like to give feedback, please contact [IRcomms@taylorwimpey.com](mailto:IRcomms@taylorwimpey.com)

# Value Improvement Meetings (VIM) – Maximising Investment Value

## Objectives

With the launch of the Operating Framework in 2010, we established a process of continually improving the value of the investments we make, from initial approval through to the closure of the development. This includes the setting of stretching targets and constantly challenging the detailed development proposals as they take shape, and on a regular basis, to measure, monitor and review the work done and record the results to track progress as the development proceeds.

## Process

Every asset or investment approval contains a Risk and Opportunity register listing the areas where cost savings or increased revenues could be delivered to enhance the submitted and approved financial returns. These Risks and Opportunities will be recognised in the BU's financial results when they are contracted. This should not be done in isolation but with regard to the likelihood of other Risks and Opportunities crystallising. In addition, each business should have a strategy or action plan to manage the process of seeking added value on all of their land assets.

These documents, in addition to other supporting documentation available on our intranet, help guide staff in their continual efforts to challenge the investigation, design, specification, programming, marketing, pricing and other development proposals that are being prepared in line with the process mapped out in the Site Events Life Cycle. The results of these efforts are captured on a regular basis in an updated viability.

A Margin Tracker Report (MTR) is prepared to record and track progress of value enhancement over time. For consistency, Options should be separated from the analysis, and performance should be reported before NRV.

## Format

The development MTR will be completed once a quarter. It will form the basis for a detailed review of actions taken or key events that have occurred during the period and the resultant effect on margins. This review will take place at a Value Improvement Meeting (VIM).

The VIM also reviews the most recent bi-monthly Cost Valuations from active sites, which also features in the MTR.

## Frequency and Timeframe

VIMs take place on a quarterly basis and the results inform the base data for the annual business Budgeting process. The meetings should therefore take place no later than March, June, September and December.

The MTR is included in the Budget submissions and considered and reviewed at Budget presentation meetings.

## Chair and Attendees

The VIMs are chaired by the relevant DMD, and attended by the MD and Business Unit Management Team as appropriate. Additional staff from the business are expected to attend as required to answer specific questions and report details on particular developments.

## Responsibilities and Accountability

The DMD arranges the VIMs. The MD ensures that the appropriate staff can attend and that each function is providing the required updated information to the CD to be included in the MTR. The CD ensures that the MTR is completed and issued to the DMD 5 working days prior to the VIM taking place.

## Information Required for VIM

Draft MTR  
Development Risk and Opportunity Registers  
Development "value added" action plan/strategy  
Updated development proposals, designs, investigations, market appraisals, etc.

## Outputs and Other Benefits

The process results in a record of margin enhancement over time. This should enable swifter approvals such as Site Start Approval as there is an awareness of margins in advance.

We are also able to record examples of actions that produced the best results for sharing as best practice.

Quarterly margin updates facilitate earlier action to combat any cost increases and should remove the surprises previously experienced of large cost variances from LPE to Site Budget.

# Community Infrastructure Levy (CIL)

**The following is a reminder of the importance of considering CIL charges and liabilities across the range of management functions in the Operating Framework, not just Land and Planning.**

Community Infrastructure Levy (CIL) is a locally-based development tax established by Government with the intention of helping to finance necessary infrastructure to deliver growth.

The charge is facilitated by the Planning Act 2008 and came into force in April 2010 under the Community Infrastructure Levy Regulations 2010. The regulations (which have been amended on a number of occasions to address operational issues) empower Local Authorities to impose the levy, but does not compel them to do so, albeit the triggering of Regulation 123 restricting the pooling of s106 contributions, in April 2015, may increase the rate of uptake.

The charge is set locally on a £ per sq.m of Gross Internal Area (GIA) at variable rates depending upon geographical area, and type of development. There is a range of mandatory and discretionary relief and if development is permitted to be implemented in phases, each phase is a separate chargeable development.

As each Local Authority can address rates and discretionary relief differently, it is important that each Local Authority's charging schedule is reviewed carefully on a development by development basis.

The National Planning Practice Guidance includes helpful and detailed additional guidance regarding CIL and can be found [here](#).

The impact of CIL on our day to day business is pervasive and should be considered at the very first stage of authorisation and then continually revisited throughout acquisition, planning and development process, particularly when phases are utilised.

**As CIL is essentially a tax, the triggering of liability, the stages of payment, and the penalties and liabilities for failing to make payments, including loss of "relief", can be onerous.**

The following issues should be considered and CIL liability and risk assessments included alongside the appropriate stages and authorisations required by the Operating Framework.

## **Pre-Purchase Considerations / LPE**

- Is there a charging schedule in place or likely to be by the time a planning application is determined?
- Does CIL apply to the proposed development?
- What is the chargeable floorspace, including whether there is an opportunity to offset existing floorspace?
- Who can claim relief and how much – is this relevant to the development proposed?
- Is there a phasing strategy? Are instalments available in the LA area – if so consider the operation of phasing and instalments in the LPE
- Contractual considerations specific to CIL liability should be included in the LPE.
- S106 requirements will continue to operate and should be considered in the usual way.
- Affordable Housing; consider both in terms of CIL liability and whether the type of affordable housing proposed attracts mandatory or discretionary relief.

## **Planning Application, Determination & Acquisition**

- Consider what the chargeable floorspace includes having regard to GIA, using the RICS – Code of Measuring Practice.
- Seek to agree the chargeable area with the charging authority early in the process and pre-planning determination. This will avoid surprises on receipt of the Liability Notice.
- Consider design impacts of CIL liability such as communal space, garages/car parks.
- Where phasing is to be utilised as a CIL management tool, it must be included in the description of development.
- Instalments will operate within properly described phases; therefore phases can be optimised to manage the CIL payment liabilities.
- Proposed Planning conditions should be carefully reviewed to ensure that a phasing strategy can operate having regard to them.

## **Pre-Site Start**

A person becomes liable for CIL when the development is commenced. Development is to be treated as commencing on the earliest date on which any material operation is started on the relevant land, subject to certain exceptions. "Material operation" has the same meaning as in section 56(4) of the Town and Country Planning Act 1990. This includes constructing or demolishing a building, digging foundations or laying pipes, constructing a road, or any material change in the use of the land. CIL may, therefore, fall due, even though construction of the buildings on site may not have started. The definition of implementation is therefore more strictly applied in CIL than, for example, the practice we have become familiar within respect of s106.

Liabilities apply and relief is not available if implementation occurs prior to the serving of appropriate notices. It is therefore crucial, alongside other requirements of the Operating Framework, that no development (in its widest sense) is undertaken prior to the appropriate reliefs being achieved and notices served.

Site Start Authorisation is therefore the most critical stage and CIL liability and onward management should be included in all Site Start Authorisations.

# Operating Systems

System	Details	Purpose
<b>GENERAL</b>	Further information on IT systems and services can be found by going to the IT Home Page on the inHouse internal web site, or by contacting your local Information Technology Co-ordinator (ITC)	
<b>IT SERVICE DESK AND PORTAL (HELPDESK)</b>	Initial point of contact for IT users to which all issues and requests should be addressed	Log IT issues and requests and receive updates Monitor and analyse incident resolution progress
<b>INFORMATION SYSTEMS ACCEPTABLE USE POLICY</b>	Policy document which should be read and signed by all Taylor Wimpey employees who have access to company Information Systems.	Enable the company and its employees to realise the significant benefits of internal and external Information Systems, whilst protecting the company and its employees from potential health and safety, legal, commercial and reputational issues.
<b>1B1S (1 Business 1 System)</b>	Term used to describe the group of shared applications and processes in use within the company. At its inception 1B1S was a major project which rationalised disparate business applications and processes in use throughout the company by standardising them. Implementation of the COINS system was a cornerstone of this standardisation.	Deploy standard shared business applications and processes throughout the company, resulting in improved economy, efficiency, data quality and communication. As a result deliver improved Customer Service and business value.
<b>MAKING 1B1S STICK</b>	Major project to standardise ways of working within the 1B1S solution by promoting the consistent application of a single set of core processes developed by business system users	Achieve better, more consistent communication between departments and generate reliable, high quality management information, thereby helping to drive value and serve customers
<b>COINS</b>	Core transactions recording and reporting business system. The system is module-based with a module for each of the main business functional areas	Accurate recording and reporting of transaction level business data. Effective communication of shared data within and between the various parts of the business
<b>inquire</b>	Web-based Management Information / Business Intelligence Application. Covers Land, Commercial, Production, Sales and Customer Service functions	Present high level data extracted from COINS in a format which enables the user to gain insight and answer business questions by making selections and drilling down to show the make-up and characteristics of summarised data
<b>ANAPLAN</b>	Budgeting and Land reporting application at site and plot level	Provide a means of preparing BU level quarterly forecasts and budgets and monthly land reports and consolidating them to UK level
<b>HYPERION ENTERPRISE</b>	Financial consolidation application at Business Unit level. Includes actual, forecast, balance sheet, profit and loss and cash flow data	Financial reports and consolidating them to UK financial reports and consolidating them to UK level. Support the external financial reporting requirements of the company
<b>OFFICE 365</b>	Cloud version of Microsoft Office	Access Microsoft Office Applications via the internet from any device without having to log into the corporate network, including data stored in the cloud in OneDrive. Make use of the enhanced communications functionality provided by Microsoft Lync

<b>inHouse</b>	Corporate Intranet built with SharePoint technology	Library of information relevant to all TW employees. Includes important reference material such as functional manuals, standard documentation and user guides. Each function has its own area of the site.
<b>EXTERNAL WEB SITES</b>	External facing web sites. The main TW website has links to the Spain and Central London sites	Communicate with customers, potential customers, investors and other interested parties
<b>PROJECT DARWIN - TW LOGISTICS ERP (SAGE ERP X3)</b>	In flight project to replace TW Logistics current ageing IT systems with a new full end-to-end enterprise resource planning system, Sage ERP X3.	Optimise the design of processes, have one data source and increase both efficiency and effectiveness throughout the site - from scheduling, through stock management, goods in picking, despatch, finance and to enhance the overall customer service.
<b>PROJECT HRPT - HR AND PAYROLL</b>	In flight project to implement a single integrated HR and Payroll system for Taylor Wimpey	Improve all parts of the existing HR service, providing a more efficient and consistent service to the business by ensuring that all our people information is held in one place and can be managed locally within each business unit. Enable individuals to access and manage their own personal information.
<b>PROJECT CHORUS - UNIFIED COMMUNICATIONS</b>	In flight project to implement unified communications throughout the company.	Bring together our fixed and mobile voice and data services, including the telephone systems in our regional offices, the lines and calls to our sites, our mobiles and the networks that they run over, with emphasis on mobility.

# Glossary of Terms

AC	Audit Committee
AEC	Authorisation to Execute Contract
AM	Adoptions Managers or Adoptions Engineers
BUMT	Business Unit Management Team
BUY	Buyer
CD	Commercial Director
CDM	Construction Design Management
CEO	Chief Executive Officer
CITB	Construction Industry Training Board
CM	Commercial Manager (including Surveyors and Quantity Surveyors)
C-Mist	C-Mist (external Health and Safety Advisors)
CML	Council of Mortgage Lenders
Co Sec	Company Secretarial
CS	Company Secretary
CSH	Code for Sustainability Homes
CSM	Customer Services Manager
CTC	Cost to Complete
CVR	Cost Valuation Report
DC	Divisional Chairman
DEPT	Department
Dir of HSE	Director of Health, Safety & Environment
DLM	Divisional Legal Manager or Legal Manager
DM	Design Managers (including Engineers, Architects, Technical Managers, Technical Project Managers, Design and Planning Executives)
DMD	Divisional Managing Director
DMDC	DMD Responsible for Commercial
DRS	Dispute Resolution Solicitor
DS	Director of Sustainability
EC	Estate Conveyancer
EMS	Environmental Management System
Exec Sec	Executive Secretary (including Managing Director's Personal Assistant)
FD	Business Unit Finance Director
GCO	Group Corporate Office
GFD	Group Finance Director
GFC	Group Financial Controller
GHRD	Group Human Resources Director
GMT	Group Management Team
GOT	Group Operating Team
GT	Group Treasury
HBF	House-Builders Federation
HCA	Homes and Communities Agency
HO CSM	Head Office Customer Service Manager
HOHR	Head of HR
HR	Human Resources
HRA	HR Advisors
HRM	HR Manager
HSE	Health Safety & Environment
I	Individual



<b>IA</b>	Internal Audit
<b>IFA</b>	Independent Financial Advisor
<b>JCT</b>	Joint Contracts Tribunal
<b>JV</b>	Joint Venture
<b>LD</b>	Business Unit Land Director or Business Unit Land & Planning Director
<b>LDA</b>	Land Disposal Authority
<b>LIM</b>	Line Manager
<b>LM</b>	Land Manager
<b>LOE</b>	Land Options Exercise
<b>LPA</b>	Local Planning Authority
<b>LPE</b>	Land Purchase Exercise
<b>MD</b>	Business Unit Managing Director or Director & General Manager
<b>MDMD</b>	Major Developments Managing Director
<b>NHBC</b>	National House-Builders Council
<b>OM</b>	Office Manager (person who has been allocated HSE responsibilities for the BU office)
<b>PD</b>	Business Unit Production Director
<b>PLA</b>	Planning Appraisal
<b>PLC Board</b>	Taylor Wimpey PLC Board
<b>PM</b>	Production Manager
<b>POS</b>	Public Open Space
<b>PQS</b>	Professional Quantity Surveyor
<b>Prod Sec</b>	Production Secretary
<b>RAM</b>	Redundant Asset Manager
<b>RM</b>	Regional Manager
<b>RS</b>	Regional Solicitor
<b>RGW</b>	RG Wilbrey (external Health and Safety Advisors)
<b>RHSEA</b>	Regional Health, Safety and Environment Advisor
<b>RSL/RP</b>	Registered Social Landlord/Registered Provider
<b>SCD</b>	Supply Chain Director
<b>SD</b>	Business Unit Sales & Marketing Director
<b>SDLT</b>	Stamp Duty Land Tax
<b>SE</b>	Sales Executive
<b>SED</b>	Site Environmental Database
<b>SiteM</b>	Site Manager
<b>SL Dir</b>	Strategic Land Director
<b>SLMD</b>	Strategic Land Managing Director
<b>SLRD</b>	Strategic Land Regional Director
<b>SM</b>	Sales Manager
<b>Special Measures</b>	Additional specific controls required for an operational issue within a BU or Project
<b>TD</b>	Business Unit Technical Director (if no Technical Director then read L&P Director) (or Technical Manager)
<b>TE</b>	Business Unit Technical Engineer
<b>UKBM</b>	UK Bond Manager
<b>UKDD</b>	UK Design Director
<b>UKL&amp;PD</b>	UK Land & Planning Director
<b>UKSD</b>	UK Sales & Marketing Director
<b>VIM</b>	Value Improvement Meeting
<b>WIP</b>	Work In Progress

# Section Owners

The custodian with overall responsibility for the document will be nominated by the GMT. The nominated person is responsible for reporting change requests to the GMT on a periodic basis

Responsibility for making sure each functional section is kept up-to-date is:

<b>Function</b>	<b>Responsible</b>
HSE	Director of Health, Safety & Environment
Land & Planning / Strategic Land	UK Land and Planning Director
Legal	Group Legal Director and General Council
Technical	UK Director of Design
Apartments	DMD Responsible for Apartments
Commercial	DMD Responsible for Commercial
Sales, Marketing & Customer Service	UK Sales & Marketing Director
Production	DMD Responsible for Production
Finance	Group Financial Controller
People	Group Human Resources Director

# Health, Safety & Environment

Section 1	HSE Policy and Procedures	Best Practice or Rule	Responsible	Accountable
1.1	<b>HSE Management</b>			
1.1.1	Taylor Wimpey is committed to maintaining good standards of HSE management, and in doing so, providing a safe working environment for all employees, contractors' employees, self-employed persons and the general public and to minimise the environmental impact of its activities. Our HSE Policy and Procedures set out the roles and responsibilities of everyone within Taylor Wimpey and must be adhered to at all times. To maintain continual HSE improvement, the performance of Taylor Wimpey overall and each individual BU is reviewed by the GOT at each GOT meeting in consultation with the Dir of HSE.	Rule	GOT	GOT
Section 2	Key HSE Appointments	Best Practice or Rule	Responsible	Accountable
2.1	<b>Appointments and Approvals</b>			
2.1.1	To maintain the necessary management structure and support for HSE implementation within each BU, the following critical appointments are to be made by the MD in consultation with the Dir of HSE:			
	<ul style="list-style-type: none"> <li>HSE Coordinator (PD) responsible for the implementation of Taylor Wimpey HSE Procedures / Standards during the construction phase of all projects</li> </ul>	Rule	PD	MD
	<ul style="list-style-type: none"> <li>The Technical Director (TD) is appointed as the BU Principal Designer, responsible for the design risk assessment of designs prepared / modified by their design team or by others on their behalf and the coordination and monitoring of the implementation of Taylor Wimpey CDM/EMS Procedures during the design and planning phase of all projects</li> </ul>	Rule	TD	MD
	<ul style="list-style-type: none"> <li>Office HSE Administrator (FD) responsible for the implementation of Taylor Wimpey Office HSE Procedures / Standards within the office environment</li> </ul>	Rule	FD	MD
	<ul style="list-style-type: none"> <li>HSE Administrator (Prod Sec) provides assistance to the HSE Coordinator and BUMT in the administration and control of HSE Documentation / Procedures e.g. close-outs, accident investigations, etc.</li> </ul>	Rule	PD	MD
Section 3	Key HSE Operating Manuals	Best Practice or Rule	Responsible	Accountable
3.1	<b>Procedures and Standards</b>			
	To ensure effective and consistent implementation of HSE within all BUs, projects and operational sites, the Taylor Wimpey HSE Procedures / Standards are set out in a number of key manuals (listed below). The responsibility for the implementation of the Procedures / Standards set out in the manuals is detailed below:			
3.1.1	Site HSE Manual	Rule	PM	PD
3.1.2	CDM / EMS Manual:			
	<ul style="list-style-type: none"> <li>Land Stage</li> </ul>	Rule	LM	LD
	<ul style="list-style-type: none"> <li>Design Stage</li> </ul>	Rule	DM	TD
	<ul style="list-style-type: none"> <li>Procurement Stage</li> </ul>	Rule	CM	CD
	<ul style="list-style-type: none"> <li>Construction Stage</li> </ul>	Rule	PM	PD
3.1.3	Tower and Crawler Crane Manual	Rule	CD, PD	MD
3.1.4	Sales and Show Area HSE Manual	Rule	SM	SD
3.1.5	Strategic Land HSE Manual	Rule	SLRD	SLMD
3.1.6	Major Developments HSE Manual	Rule	MDMD	MDMD
3.1.7	Office HSE Manual	Rule	OM	FD
3.1.8	Customer Service HSE Manual	Rule	CSM	PD

Section 4	Supporting HSE Procedures	Best Practice or Rule	Responsible	Accountable
4.1	<b>Supporting Procedural Documentation</b>			
4.1.1	To assist all BUs with the implementation of HSE, supporting procedural documentation is available and referenced within the various HSE Operational Manuals. The documentation assists in the preparation and communication of the critical information for effective site starts and ongoing maintenance of HSE. Reference must be made to the most current version (see inHouse). The documentation must be used in conjunction with the relevant HSE Operating Manual and in consultation with the RHSEA.	Rule	BUMT, RHSEA	MD
Section 5	Key HSE Communication	Best Practice or Rule	Responsible	Accountable
5.1	<b>Performance and Improvement</b>			
5.1.1	To ensure that HSE performance, including trends and areas of improvement, is effectively communicated within the business and clear leadership and direction is shown, the following actions are to be taken. <ul style="list-style-type: none"> <li>• Provide a monthly “Operating Company HSE Management Team Report” to the Dir of HSE (i.e. GOT Report) and discuss contents with respective BUMT</li> <li>• Organise and chair quarterly BUMT HSE Review meetings with minutes taken and an action plan for improvement formulated</li> <li>• The MD is to immediately attend site, investigate fully and close-out all category “A” reports</li> <li>• The PD is to investigate fully, including site visit to review, and close-out all category “B” reports</li> <li>• Ensure all Over-3-Day, Reportable Accidents, Dangerous Occurrences and Reported Near-Misses are investigated and closed-out in liaison with RHSEA. Ensure that the close-out provided for GOT HSE Report</li> <li>• All pollution incidents are to be reported immediately to the TW Director of HSE and via the TWUK Environmental Advice / Incident Line</li> <li>• All HSE communication from or site visits by statutory authorities e.g. EA/SEPA/HSE/LA are to be notified immediately to the TW Director of HSE and Regional HSE Advisor</li> </ul>	Rule	MD	MD
		Rule	MD	MD
		Rule	MD	MD
		Rule	PD	MD
		Rule	MD	MD
		Rule	MD	MD
		Rule	MD	MD
Section 6	Regional Offices	Best Practice or Rule	Responsible	Accountable
6.1	<b>Office Implementation</b>			
6.1.1	The appointed “Office HSE Administrator” will ensure that adequate arrangements are made for the implementation of the safety standards / controls within the office environment. Please refer to the Taylor Wimpey Office HSE Manual and consult with RHSEA.	Rule	OM	FD
6.2	<b>Home Working</b>			
6.2.1	Home-based staff are responsible for monitoring and maintaining their home / work environment. Any advice needed should be sought from their Regional HSE Advisor.	Rule	Staff Member	LM
6.2.2	Home-based staff are to be provided with a copy of the HSE’s “Visual Display Unit (VDU) Workstation Checklist” <a href="#">[link]</a> and requested to carry out an assessment of their home-based workstation	Rule	LM	LM
6.2.3	Home-based staff are to carry out a workstation assessment, provide a completed copy to their line manager and discuss any issues raised as part of the assessment. Line Manager to resolve issue and resolution to be recorded on workstation assessment.	Rule	Staff Member	LM

Section 7	Sales	Best Practice or Rule	Responsible	Accountable
7.1	<b>Sales Areas and Sales Employees</b>			
7.1.1	The Sales and Show Area HSE Manual sets out the principles for effective management of HSE within all Taylor Wimpey sales areas and show homes. The key HSE requirements for the safety of our Employees and Customers are: <ul style="list-style-type: none"> <li>• A “Sales Area Safety Risk Assessment and Safety Appraisal” must be carried out before any sales area / show home (temporary or permanent) is opened. Please refer to the Sales and Show Area HSE Manual</li> <li>• SEs must have received a “Sales Safety Induction” training prior to being left in charge of a show area. Please refer to the Sales and Show Area HSE Manual</li> <li>• As soon as possible into employment, arrangements are to be made for the SE to be provided with “Personal Safety Awareness” and “Appointed Person Emergency First Aid” training</li> <li>• All SEs must be provided with an SE personal alarm, (of a type prescribed by UKSD) and be fully briefed on the use of the personal alarm prior to being permitted on site</li> <li>• Monthly checks are to be made by the SM that the SE is implementing both the “Sales Area Safety Checks” and the “Plot Status – H&amp;S Confirmations”</li> </ul>	Rule	SM	SD
		Rule	SM	SD
		Rule	SM	SD
		Rule	SM	SD
		Rule	SM	SD
Section 8	Customer Service	Best Practice or Rule	Responsible	Accountable
8.1	<b>Remedial Works on Closed Sites</b>			
8.1.1	Where customer services remedial works are to be carried out on closed sites, the CSM must ensure that the assessment of the works and the mobilisation of labour (directly employed or contractor) is in accordance with the procedures set out in the Customer Services HSE Manual.	Rule	CSM	PD
8.2	<b>Remedial Works on Live Sites</b>			
8.2.1	Where the customer services remedial works are to be carried out on a “live” site, the CSM must confirm with the respective SiteM that an assessment of the works and labour to be employed has been carried out.	Rule	CSM	PD
Section 9	Staff Training	Best Practice or Rule	Responsible	Accountable
9.1	<b>Training Register</b>			
9.1.1	To ensure that all employees have the necessary HSE knowledge, experience and competence for their role, all departments must maintain a training register to confirm that their employees have received the required HSE training (this log can be kept by the BU HSE Administrator). Please refer to the Taylor Wimpey HSE Training Matrix.	Rule	BUMT	MD
Section 10	Land	Best Practice or Rule	Responsible	Accountable
10.1	<b>Responsibility</b>			
10.1.1	To ensure that Taylor Wimpey as “Client” fulfils its responsibility under the CDM Regulations, any CDM related input from Land & Planning / Strategic Land must be in line with the Taylor Wimpey CDM / EMS Procedures. Please refer to Taylor Wimpey CDM / EMS / Strategic Land HSE Manual / Major Developments HSE Manual.	Rule	LD, SLRD, MDMD	MD, SLMD, MDMD

	Land	Best Practice or Rule	Responsible	Accountable
<b>10.2</b>	<b>New Sites</b>			
10.2.1	<p>When any new site is being appraised or acquired, arrangements must be made, in consultation with the RHSEA, for an "Initial Land Risk Assessment" (normally carried out through LAMP) to be carried out to allow key health, safety and environmental matters to be brought to the attention of employees or others that may be required to visit the site, e.g. soil investigations. Please refer to the Taylor Wimpey CDM / EMS / Strategic Land HSE Manual / Major Developments HSE Manual.</p> <p><b>Site Visits</b> When visiting sites unaccompanied, all employees must follow the guidelines laid down in the Taylor Wimpey CDM / EMS / Strategic Land / Major Developments HSE Manuals.</p> <p>It is the responsibility of the LD/SLRD to ensure that any freehold asset is made and kept adequately secure and free of significant hazards in order to minimise the risk of personal injury.</p> <p><b>Accidents and incidents</b> All accidents or incidents involving Taylor Wimpey employees, consultants or members of the public must be reported by the LD/SLRD to the TW Director of HSE</p> <p><b>Engagement with the public</b> The HSE briefing note for employees establishing and attending community engagement events must be followed <a href="#">[link]</a>.</p>	Rule	LD, SLRD, MDMD	MD, SLMD, MDMD
		Rule	LD, SLRD	MD, SLMD
		Rule	LD, SLRD	MD, SLMD
		Rule	LD, SLRD	MD, SLMD
		Rule	LD, SLRD	MD, SLMD
<b>10.3</b>	<b>Appointment of Consultants / Contractors</b>			
10.3.1	Where the Land & Planning / Strategic Land departments are responsible for the appointment of any consultants or contractors, e.g. Archaeology dig, soil investigations, utilities, etc. they must ensure that the HSE approval and subsequent appointment of the consultant / contractor follows the guidelines set out in the Taylor Wimpey CDM / EMS Procedures. Please refer to the Taylor Wimpey CDM / EMS / Strategic Land HSE Manual / Major Developments HSE Manual.	Rule	LD, SLRD, MDMD	MD, SLMD, MDMD
<b>10.4</b>	<b>Consortium Sites</b>			
10.4.1	To ensure that the HSE implications of a consortium arrangement are adequately dealt with, reference must be made to the Taylor Wimpey "Safety, Health and Environmental Consortium Agreement Template" <a href="#">[link]</a> with a view to ensuring that the relevant HSE clauses are included within any "Contract of Sale" or "Consortium Agreement". The Regional Solicitor and RHSEA must be involved in this review. Please refer to Taylor Wimpey CDM / EMS / Strategic Land HSE Manual / Major Developments HSE Manual.	Rule	LD, SLRD, MDMD	MD, SLMD, MDMD
<b>10.5</b>	<b>Major Developments / Joint Ventures</b>			
10.5.1	The procedures set out in the Major Developments HSE Manual are to be adopted and implemented throughout the lifecycle of a project and will cover: <ul style="list-style-type: none"> <li>- Consortium Agreements</li> <li>- Joint Venture Projects</li> <li>- D&amp;B Contracts</li> </ul>	Rule	MDMD	MDMD
<b>Section 11</b>	<b>Design</b>	<b>Best Practice or Rule</b>	<b>Responsible</b>	<b>Accountable</b>
<b>11.1</b>	<b>Concept Meeting</b>			
11.1.1	To ensure adequate consideration has been given to the HSE aspects relating to site design / house type / layout, etc., the TD, in consultation with the RHSEA, must ensure that the key CDM issues are discussed at the Concept meeting. Please refer to the Taylor Wimpey CDM / EMS Procedures.	Rule	TD	MD

	Design	Best Practice or Rule	Responsible	Accountable
<b>11.2</b>	<b>Principal Designer / Monitoring CDM</b>			
11.2.1	To ensure adequate management of the CDM aspects of a project, the TD, in consultation with the RHSEA, is to monitor and be responsible for the adoption and implementation of the Taylor Wimpey CDM / EMS / Strategic Land & Major Developments Manual. The Technical Director (TD) is appointed as the BU Principal Designer, responsible for the design risk assessment of designs prepared / modified by their design team or by others on their behalf.	Rule	TD, SLRD, MDMD	MD, SLMD, MDMD
<b>11.3</b>	<b>Pre-construction Information – Design Stage</b>			
11.3.1	To enable all designers to be adequately informed regarding the significant HSE aspects relating to a project, the Principal Designer (TD) must ensure that the necessary Pre-construction Information – Design Stage is prepared and issued to the design team, particularly external designers (see the Taylor Wimpey CDM / EMS Manual).	Rule	TD	MD
<b>11.4</b>	<b>Pre-construction Information – Tender Stage</b>			
11.4.1	To enable all contractors (including Principal Contractors) to be adequately informed regarding the significant HSE aspects relating to a project, Principal Designer (TD) must ensure that the necessary Pre-construction Information – Tender Stage (Folder 1), including a Site Specific Environmental Action Plan, is prepared and issued to CD prior to the tendering stage. Please refer to the Taylor Wimpey CDM / EMS Manual and Site Environmental Database (SED).	Rule	TD	MD
<b>11.5</b>	<b>Design Risk Assessment</b>			
11.5.1	As part of the design process, the DM must ensure that a Design Risk Assessment has been carried out and that the relevant information relating to remaining significant hazards / risks is included within the Pre-construction Information. Please refer to the Taylor Wimpey CDM / EMS Manual.	Rule	DM	TD
<b>Section 12</b>	<b>Pre-tender</b>	<b>Best Practice or Rule</b>	<b>Responsible</b>	<b>Accountable</b>
<b>12.1</b>	<b>Pre-tender Meeting</b>			
12.1.1	To ensure adequate details regarding the significant HSE aspects of a project are available to contractors, the CD, in consultation with the RHSEA, must ensure that the key CDM issues are discussed at the Pre-tender meeting. Please refer to the Taylor Wimpey CDM / EMS Procedures.	Rule	CD	MD
<b>12.2</b>	<b>Commercial Procedures</b>			
12.2.1	Commercial input into the CDM aspect of any project must be in line with the procedures set out within the Taylor Wimpey CDM / EMS Manual.	Rule	CM	CD
<b>12.3</b>	<b>Pre-construction Information</b>			
12.3.1	To ensure that contractors (including External Principal Contractors) are adequately informed the CM must provide Pre-construction Information (i.e. relevant sections of Folder 1), including a Site Specific Environmental Action Plan and relevant HSE specification, to all contractors at tender stage. Issue date must allow adequate time for contractor to review. Please refer to the Taylor Wimpey CDM / EMS Manual Section 4, Key Commercial Actions. Any contractor Taylor Wimpey appoints to be in charge of a Taylor Wimpey site is to be treated as a Principal Contractor with TW CDM/EMS Procedures applied whether or not the project is 'Notifiable' under CDM.	Rule	CM	CD

	Pre-tender	Best Practice or Rule	Responsible	Accountable
<b>12.4</b>	<b>Issue of Standard Letters</b>			
12.4.1	Under procurement of services and suppliers (both locally and nationally), the CM must ensure that contractors are appropriately informed by use of the standard letters re 'Tendering (HSE)' and 'Contract Award'. Please refer to Appendix 1: Standard Letter Templates – Taylor Wimpey CDM / EMS Manual.	Rule	CM	CD
<b>Section 13</b>	<b>Pre-start</b>	<b>Best Practice or Rule</b>	<b>Responsible</b>	<b>Accountable</b>
<b>13.1</b>	<b>Pre-start Meeting</b>			
13.1.1	The Technical Director (TD) is appointed as the BU Principal Designer, responsible for the design risk assessment of designs prepared / modified by their design team or by others on their behalf. To ensure that adequate arrangements have been made for a site start, the PD, in consultation with both the BUMT and RHSEA, must ensure that the key CDM issues are discussed at the Pre-start meeting. Please refer to the Taylor Wimpey CDM / EMS Procedures. A Pre-start meeting must be held where Taylor Wimpey appoints any contractor to be in charge of a TW Site.	Rule	PD	MD
<b>13.2</b>	<b>Site Start (HSE) Confirmation</b>			
13.2.1	Before any construction activity starts on site, the MD, with support from the BUMT and RHSEA, must confirm that sufficient HSE arrangements have been made to allow a start. The Site Start (HSE) Confirmation must be signed (as actioned) by the designated directors and MD. Please refer to Taylor Wimpey "Site Start (HSE) Confirmation" (Taylor Wimpey CDM / EMS Manual).	Rule	TD, PD	MD
<b>13.3</b>	<b>Contractor (HSE) Documentation</b>			
13.3.1	The CD, with support from the RHSEA, is to ensure that contractors (including External Principal Contractors) have provided Site Specific HSE Documentation to the PD for review, before being allowed to commence on site.	Rule	CD	MD
<b>13.4</b>	<b>Subcontractor Site Specific HSE Documentation</b>			
13.4.1	To ensure that contractors (including External Principal Contractors) have made adequate arrangements for HSE prior to being engaged on any site works, the PD, with support from the RHSEA, must ensure that their site specific HSE documentation has been reviewed and deemed suitable and sufficient.	Rule	PD	MD
<b>13.5</b>	<b>Contractor Health and Safety Documentation Matrix</b>			
13.5.1	To ensure the SiteM is adequately informed regarding competence (HSE) of contractors, the Commercial department must provide to the relevant SiteM (copied to the PD) a "Contractor Health and Safety Documentation Matrix". Please refer to the Taylor Wimpey CDM / EMS Manual.	Rule	CM	CD
<b>13.6</b>	<b>Waste Management</b>			
13.6.1	To ensure adequate waste management arrangements are in place, the CM is required to have established a "Site Waste Management Plan" (SWMP) for all projects before site start.	Rule	CM	CD
13.6.2	The site must be registered, where necessary, through the appropriate Waste Management Company.	Rule	CM	CD
13.6.3	To ensure adequate control over waste removal from site, the CM must provide the SiteM with a "Waste Management Matrix". Please refer to the Taylor Wimpey CDM / EMS Manual.	Rule	CM	CD



Section 14	Appointment of Principal Contractors	Best Practice or Rule	Responsible	Accountable
14.1	External Principal Contractor			
14.1.1	To ensure that the duties under CDM have been met as “Client”, the CD is responsible for ensuring that the appointed Principal Contractor including archaeology dig, remediation or remedial works, etc. has received the necessary pre-construction information in adequate time and has prepared and provided a Site Specific Construction Phase HSE Plan to Taylor Wimpey before any work commences.	Rule	CD	MD
14.1.2	To ensure that the duties under CDM have been met as “Client”, the PD is responsible for reviewing, in conjunction with the RHSEA, the appointed Principal Contractor's Site Specific HSE Plan and confirming that it is suitable and sufficient. This includes activities not deemed ‘Notifiable’ under CDM.	Rule	PD	MD
14.2	Internal Principal Contractor (Taylor Wimpey)			
14.2.1	Before work commences, the PD is responsible for ensuring that a “Construction Phase HSE Plan” has been suitably developed. The plan must be accompanied with: <ul style="list-style-type: none"> <li>• Current / updated Taylor Wimpey Site HSE Manual</li> <li>• Site Specific Taylor Wimpey Risk Assessments (STAC)</li> <li>• Site Specific Environmental Action Plan</li> <li>• Site Waste Management Plan</li> </ul>	Rule	PD	MD
Section 15	Site Start – Arrangements	Best Practice or Rule	Responsible	Accountable
15.1	Site Preparation			
15.1.1	To ensure the site is adequately prepared for the commencement of works, the PD is responsible for ensuring the Principal Contractor has made adequate initial arrangements for: <ul style="list-style-type: none"> <li>• Welfare Facilities</li> <li>• Traffic Management</li> <li>• Site Security and Public Safety</li> </ul> Please refer to the Taylor Wimpey Site HSE Manual.	Rule	PD	MD
15.2	Site Management and Supervision			
15.2.1	Where Taylor Wimpey is Principal Contractor on a “live” site, a trained SiteM, (or assistant), is to be on site at all times to ensure effective site supervision, coordination and implementation of the Taylor Wimpey Standards. Note: this includes weekend working. Please refer to the Taylor Wimpey Site HSE Manual.	Rule	PD	MD
15.2.2	All Taylor Wimpey SiteMs (including assistants) must receive the minimum core HSE training before being left in charge of a “live” site. Please refer to the Taylor Wimpey HSE Training Matrix.	Rule	PM	PD
15.2.3	It is the preference of Taylor Wimpey to have a directly employed SiteM in charge of our sites. However, if there is no alternative to an agency manager, then: <ul style="list-style-type: none"> <li>• The use of the agency SiteM (including assistant) must be approved by the MD</li> <li>• The agency SiteM (including assistant) must receive Taylor Wimpey HSE Procedures training before being left in charge on site</li> </ul>	Rule	PD	MD
15.2.4	Where Taylor Wimpey is Principal Contractor and there are groundworks underway, this must be under the supervision of a Taylor Wimpey/SSSTS trained groundworks Supervisor. The groundworks operations must be inspected by and the groundworks contractor’s independent HSE Advisor monthly (as a minimum) and a site report provided to the Taylor Wimpey SiteM.	Rule	PD	MD
15.2.5	Where Taylor Wimpey is Principal Contractor and there are demolition works underway, these must be under the supervision of a SSSTS trained Demolition Supervisor.	Rule	PD	MD

	Site Start – Arrangements	Best Practice or Rule	Responsible	Accountable
<b>15.3</b>	<b>First Aid Provision</b>			
15.3.1	A minimum of one fully-qualified first aid person is to be on site at all times. Note, first aid training is mandatory for all Taylor Wimpey SiteM (including assistants).	Rule	PD	MD
<b>15.4</b>	<b>Compound and Welfare</b>			
15.4.1	To ensure that the key principles of segregation, traffic management and welfare are integrated, the standard compound detail should be used for all new sites. Please refer to Production details. Consult with the RHSEA.	Rule	PD	PD
15.4.2	Where the standard compound detail cannot be used, the bespoke compound must be reviewed and signed off by the RHSEA to ensure that the key principles of segregation, traffic management and welfare are integrated appropriately.	Rule	PD	PD
15.4.3	Suitable enabling welfare facilities (including drying room) must be available from the start of the site activities. The facilities must be suitable for the number of operatives on site and as a minimum consist of suitably-sized and equipped “Oasis” type unit/s. Where necessary similar minimum provisions must be made at the end of site build.	Rule	PD	MD
15.4.4	The “permanent” standard welfare facilities must be made available as soon as practicable, following consultation with the RHSEA.	Best Practice	PM	PD
<b>15.5</b>	<b>Inspection and Monitoring</b>			
15.5.1	All “live” sites must receive a minimum of one independent site inspection per calendar month (via the appointed HSE support organisations) and a categorised site inspection report provided.	Rule	PD	MD
15.5.2	For more complex sites, or where additional support is required, a non-categorised “development” site visit/s can be arranged, through the RHSEA.	Best Practice	PM	PD
15.5.3	To ensure that decisive action is taken to improve matters identified within any inspection report, the SiteM and PM must regularly review all inspection reports for their sites.	Rule	PM	PD
15.5.4	A comprehensive review of the key HSE items that contribute to maintaining a safe site is to be carried out quarterly by the PM and the findings to be discussed with the SiteM (including assistant) and PD. Please refer to the Production Manager - Key HSE Check Sheet.	Rule	PM	PD
<b>15.6</b>	<b>Consortium Sites</b>			
15.6.1	To ensure that the HSE implications of a consortium arrangement are adequately dealt with throughout the construction phase, reference must be made to the “Consortium Action Plan Checklist” <a href="#">[link]</a> to ensure that the necessary action is taken in conjunction with the nominated Lead Consortium Member and other developers involved. Please refer to the Taylor Wimpey CDM / EMS Manual.	Rule	PD	MD
<b>Section 16</b>	<b>Tower Cranes</b>	<b>Best Practice or Rule</b>	<b>Responsible</b>	<b>Accountable</b>
<b>16.1</b>	<b>Tower Crane Procedures</b>			
16.1.1	Where a tower crane (including crawler / self-erecting crane) is to be used on any site, the CD is responsible for ensuring that the Tower Crane Procedures are followed through for the concept, procurement, selection, base-design, crane erection, commissioning and extraction stages. Consultation must be sought both with the TD and RHSEA regarding temporary works designs. Please refer to the Taylor Wimpey Tower Crane Manual. Note. This includes where others are to utilise a tower crane on our site on our behalf e.g. External Principal Contractor.	Rule	CD	MD

	<b>Tower Cranes</b>	<b>Best Practice or Rule</b>	<b>Responsible</b>	<b>Accountable</b>
<b>16.2</b>	<b>On-site Management</b>			
16.2.1	Where a tower crane is being used on site, the PD is responsible for ensuring that the Tower Crane Procedures are implemented and followed for the on-site management of the crane throughout the term of use and should consult with the RHSEA. Please refer to the Taylor Wimpey Tower Crane Manual.	Rule	PD	MD
<b>16.3</b>	<b>Use Through Principal Contractors</b>			
16.3.1	Where an external Principal Contractor has been employed and is utilising a tower crane (including crawler / self-erecting crane), the PD must ensure that they have demonstrated the ability to safely manage the tower crane. Please refer to the Taylor Wimpey Tower Crane Manual.	Rule	PD	MD
<b>16.4</b>	<b>Extraction</b>			
16.4.1	When a tower crane has been used, the PD is responsible for ensuring that adequate consideration is given at the commencement, and during the site works, to the eventual extraction of the tower crane. The arrangements for the extraction must follow the Tower Crane Procedures. Please refer to the Taylor Wimpey Tower Crane Manual.	Rule	PD	MD

# Land and Planning

Section 1	Land and Planning	Best Practice or Rule	Responsible	Accountable
1.1	<b>Land and Planning Documents</b>			
1.1.1	<p>The following documents accompanying these rules below can be located on the Land, Planning &amp; Strategic Land pages of inHouse</p> <ul style="list-style-type: none"> <li>• Our approach to planning suite of documents (all rules contained within this suite of documents must be followed by land, strategic land, design and technical teams)</li> <li>• Company Purchase/Joint Ventures/Collaboration Procedures</li> <li>• Land Purchase Exercise (LPE)</li> <li>• Planning Land Assessment (PLA)</li> <li>• Land Option Exercise (LOE)</li> <li>• Plotting Efficiency Tool (PET)</li> <li>• BU signing authorities</li> <li>• Pre-exchange Meeting Agenda/Minutes</li> <li>• Land Sales Authorisation Form</li> <li>• Affordable Housing Development Agreement and Specification</li> <li>• Land Transfer Schedule</li> <li>• Solicitor Instructions</li> <li>• Agent Introduction Letter</li> <li>• Land Acquisition Strategy Pro-forma</li> <li>• Land Acquisition Strategy Guidelines</li> <li>• New Site Notification Form (NSNF)</li> <li>• Initial Land Risk Assessment (ILRA)</li> <li>• Location Assessment Matrix (LAM)</li> <li>• Land Assessment and Management Process (LAMP)</li> <li>• Redundant Asset Transfer Form (RATF)</li> <li>• Contacts Database</li> <li>• Authority to Execute Contract (AEC)</li> <li>• Consultant Fee Expenditure Monitor</li> <li>• Standard Options Contracts &amp; Overages</li> </ul>	Rule	UKL&PD	UKL&PD
1.2	<b>Managing the Supply of Land</b>			
1.2.1	The overall responsibility for securing the agreed quality of land on the appropriate terms, in line with the current strategy, lies with the MD working alongside the LD and the appropriate SLRD, to allow him/her to take account of any strategic land that may be delivered to the BU. This is reviewed regularly with the DMD and UKL&PD.	Rule	LD, SLRD	MD, SLMD
1.2.2	It is the overall responsibility of the MD, assisted by the LD, to prepare a Land Acquisition Strategy for their business, which must be reviewed on an annual basis. This should ensure that land of sufficient quality is acquired to meet the business's ongoing needs. This is to be reviewed by the DMD and UKL&PD to ensure that it is consistent with the Group Strategy.	Rule	LD	MD
1.2.3	It is the responsibility of the LD and the SLRD to build up and maintain a register of all potential sources of land in their area to ensure the business can source appropriate land and development opportunities. Regular contact should be made with those people / organisations on this register. The DMD should be informed.	Rule	LD, SLRD	MD, SLMD
Section 2	<b>Land Offer Preparation and Submission</b>	<b>Best Practice or Rule</b>	<b>Responsible</b>	<b>Accountable</b>
2.1	<b>Land Accords with Local Strategy</b>			
2.1.1	Prior to commencing any work on an opportunity, the LD will agree with the MD whether the site meets the requirements of the Land Acquisition Strategy and is appropriate to pursue. This ensures that the BU efficiently focuses its resources.	Best Practice	LD	MD

	Land Offer Preparation and Submission	Best Practice or Rule	Responsible	Accountable
<b>2.2</b>	<b>Preparation of an Offer</b>			
2.2.1	Once it has been agreed to pursue a particular opportunity, the BUMT should be informed of the details of the site using the New Site Notification Form <a href="#">[link]</a> . This should be accompanied by a site location plan, Initial Land Risk Assessment, and any other appropriate information. This ensures that the BUMT can provide any appropriate inputs into the offer process.	Rule	LD	MD
2.2.2	Guidelines will be issued from time to time to define thresholds, above which, notification of any offer to be made should be identified to DMD, DC, UKL&PD and CEO.	Rule	LD	MD
2.2.3	NSNF forms should be completed to include a cost budget for the preparation of an offer, which will require approval in line with the BU Signing Authority Matrix. This ensures that all offers are cost effective and in line with the BU budget.	Rule	LD	MD
2.2.4	It is the responsibility of the LD to ensure that the preparation of all offers is in line with the agreed budget. Deviations from this budget should be authorised at the appropriate level and agreed with MD.	Rule	LD	MD
<b>2.3</b>	<b>Initial Land Risk Assessment</b>			
2.3.1	When a new site is being acquired or appraised, the LD alongside the TD will arrange for an Initial Land Risk Assessment to be carried out to allow any health and safety or environmental matters to be brought to the attention of employees or others that may be required to visit the site. A copy of this form is available on inHouse <a href="#">[link]</a> .	Rule	LD	MD
<b>2.4</b>	<b>Agent Appointments</b>			
2.4.1	Prior to entering into any agreement to pay an agent fee in respect of a site acquisition, approval must be secured in accordance with the BU Signing Authority Matrix <a href="#">[link]</a> .	Rule	LD	MD
2.4.2	All agent appointments must be made using the Standard Agent's Introduction Letter <a href="#">[link]</a> which, in exceptional circumstances, can be amended to cover specific deal requirements with the authorisation of the MD, to ensure an accurate record of the terms of the appointment is in place and to avoid fee disputes.	Rule	LD	MD
<b>2.5</b>	<b>Pre-offer Meeting</b>			
2.5.1	Prior to the submission of any offer to purchase a site, a pre-offer meeting should be held, chaired by the MD with attendees as the MD deems appropriate, to ensure agreement of the methodology of the offer. This meeting should clearly identify and communicate the key issues that need to be, or have been addressed, with DMD, DC and UKL&PD informed of significant bids.	Best Practice	LD	MD
<b>2.6</b>	<b>Appointment of Consultants</b>			
2.6.1	The appointment of all consultants involved in carrying out work relating to a site will be in accordance with Section 5 Technical as appropriate to the risk involved. Deviations from this requirement must be authorised by MD.	Rule	BUMT	LD
2.6.2	It is the responsibility of the TD to ensure that all consultants' appointments and approvals follow the guidelines set out in the Taylor Wimpey CDM / EMS Manual <a href="#">[link]</a> .	Rule	TD	MD
<b>Section 3</b>	<b>Legal Procedures</b>	<b>Best Practice or Rule</b>	<b>Responsible</b>	<b>Accountable</b>
<b>3.1</b>	<b>Instructing Solicitors</b>			
3.1.1	Once the principle terms for an acquisition have been agreed, the LD is responsible for instructing the Regional Solicitor / instructed panel solicitor by completing the pro-forma instruction <a href="#">[link]</a> .	Rule	LD, Regional Solicitor	LD
3.1.2	To ensure proper management of external legal services and cost control, no external solicitors are to be instructed by the LD in respect of land transactions without the prior approval of the CS or Regional Solicitor. The management of external solicitors must be in accordance with the Legal Section of the Operating Framework.	Rule	LD	MD

	Legal Procedures	Best Practice or Rule	Responsible	Accountable
<b>3.2</b>	<b>Contract Terms</b>			
3.2.1	The LD and the Regional Solicitor / Instructed Solicitor should work together in negotiating the contract to ensure that the contract terms are acceptable both legally and commercially.	Rule	LD, Regional Solicitor	MD, LD
3.2.2	To ensure that contract terms are in accordance with the authorised LPE, the Regional Solicitor / Instructed Solicitor must, prior to exchange of contracts (Scotland "conclusion of Missives"), be satisfied that the terms of the proposed contract are in accordance with the LPE. Any discrepancies or variations must be authorised by the relevant LPE approval authority.	Rule	Regional Solicitor	LD
3.2.3	To ensure the extent of land being acquired is correct, and that there are no boundary issues, the LD in conjunction with TD must: <ul style="list-style-type: none"> <li>provide confirmation to the Regional Solicitor / Instructed Solicitor that the Contract / Title Plan has been checked against a survey drawing</li> <li>provide the proposed development layout and the planning permission red edged drawing (if any)</li> <li>ensure that the BU is satisfied that the site can be developed in accordance with the LPE without requiring third party land, rights or consents</li> </ul>	Rule	LD	LD
<b>Section 4</b>	<b>Land Approval and LPE Process</b>	<b>Best Practice or Rule</b>	<b>Responsible</b>	<b>Accountable</b>
<b>4.1</b>	<b>Land Approvals</b>			
4.1.1	In order to ensure new land purchases meet with our strategic objectives, a Land Purchase Exercise (LPE) must be prepared, and authorised in accordance with the BU Signing Authority Matrix prior to exchange of any contract to acquire or develop land, including the submission of binding tenders following review by Regional Solicitor. In the case of significant acquisitions, the approval required by the BU Signing Authority Matrix will be supplemented to incorporate an authorisation requirement from the UKL&PD. Guidelines will be issued from time to time to define thresholds, above which, approval from the UKL&PD is required.	Rule	LD	MD, DMD, DC,UKL&PD, CEO
4.1.2	All LPE submissions should be made in sufficient time prior to any deadline for exchange of contracts to allow them to be properly considered. The timing of the submission should be agreed in advance with the agreed approval structure, including DMD, UKL&PD (above notified threshold) and DC.	Best Practice	LD	MD
4.1.3	To ensure new land purchases are based upon the most up-to-date information, an LPE approval must be resubmitted for further approval prior to exchange of any contracts if: <ul style="list-style-type: none"> <li>Any material change has occurred to financial elements or the nature of the project</li> <li>A period of three months from original approval has elapsed</li> </ul> For the avoidance of doubt an LPE doesn't have to be renewed every three months automatically - only when exchange is about to occur.	Rule	LD	MD
4.1.4	Any extensions or renewals must be authorised in accordance with BU Signing Authority Matrix <a href="#">link</a> , indicating any amendments to the original. The Regional Solicitor must be aware of any extensions or renewals.	Rule	LD	MD
4.1.5	In the event that an LPE is approved, subject to specific points or conditions (whether contractual or otherwise) that require further authorisation, that authorisation will be by the person who sets the conditionality (clause 5.3.2 refers).	Rule	LD	MD
4.1.6	Any contract for the acquisition of land which defers payment of the purchase price beyond the completion date must comply with the requirements of the Finance and Legal Sections of this Operating Framework, to ensure the payment is properly accounted for and secured in an appropriate manner.	Rule	LD	MD

	Land Approval and LPE Process	Best Practice or Rule	Responsible	Accountable
4.1.7	Any acquisition of land which is via the purchase of a company should be included on the NSNF <a href="#">[link]</a> . The appropriate review and approval of Tax, Treasury, Legal, Secretarial and Finance as detailed in the Company Purchase/Joint Venture/Collaboration Procedures should take place at the earliest opportunity.	Rule	LD	MD
<b>4.2</b>	<b>LPE Contents</b>			
4.2.1	Each department will be responsible for preparing their own functional input to the LPE. The process of preparing the LPE will be coordinated by the LD.	Rule	BUMT	MD
4.2.2	The LPE must clearly identify and communicate the key issues that need to be or have been addressed. Please see the LPE Index <a href="#">[link]</a> .	Rule	BUMT	MD
4.2.3	The BUMT will be required to sign the LPE prepared by LD in order to confirm that they are committed to the acquisition, agree their functional input and are satisfied with and understand the full contents of the LPE. This will include a requirement to have visited the site and walked its boundaries.	Rule	BUMT	MD
<b>4.3</b>	<b>Main Contractors</b>			
4.3.1	To ensure that accurate cost information is used to deliver best value, where it is proposed to use a principal contractor for the construction of a project, the CD must make sure that the LPE fully explains the various options available, and include a minimum of either: <ul style="list-style-type: none"> <li>• Two cost plans prepared by independent quantity surveying practices</li> <li>• Detailed quotes for the project from two appropriate contractors</li> <li>• At least one of each of the above</li> </ul>	Rule	LD	MD
<b>4.4</b>	<b>Non-Residential and Refurbishment Property</b>			
4.4.1	In the event that an LPE submission includes a requirement to purchase any land for non-residential sale or refurbishment, the proposal must be supported by a detailed exit strategy (including any tax implications) compiled by TD and CD including a valuation of the land based upon either: <ul style="list-style-type: none"> <li>• At least two written offers from potential purchasers, or</li> <li>• A valuation report from an RICS accredited property agent with experience of that particular type of development</li> </ul> On non-residential pieces of land worth less than £250k the valuation can be determined internally with DMD approval.	Rule	LD	MD, DMD
<b>4.5</b>	<b>Consortium/Joint Venture(JV) Sites</b>			
4.5.1	Any proposal to acquire a site as part of a consortium/JV must clearly identify the consortium/JV partner and provide an outline of the terms of the agreement, including identification of shared works and split responsibilities. This must be agreed with Regional Solicitor, RHSEA and DMD. The UKL&PD (above notified threshold) and DC must be advised.	Rule	LD	MD
4.5.2	When preparing any legal agreement to work in conjunction with another party, such as a Consortium or Collaboration or JV Agreement, reference must be made to the "Clauses of Principle" to ensure that the relevant clauses as identified in the Taylor Wimpey CDM / EMS Manual are included in the agreement in consultation with Regional Solicitor and RHSEA.	Rule	LD	MD
4.5.3	In preparing a LPE for a site which is to be developed as part of a consortium, a detailed marketing strategy should be included in consultation with LD taking into account the expected level of competition. This ensures that Taylor Wimpey optimise sales rates and prices. The proposed strategy is to be agreed with DMD, UKL&PD (above notified threshold) and DC.	Rule	SD	MD

Section 5	Prior To Exchange	Best Practice or Rule	Responsible	Accountable
<b>5.1</b>	<b>Legal Report</b>			
5.1.1	To ensure that all legal aspects of land purchase are fully identified, along with any legal issues or risks, the Regional Solicitor / Instructed Solicitor must provide a written report on contract (missives) and title to the BU prior to exchange of contracts (conclusion of missives). The report should set out all material contractual terms and relevant details regarding planning, access, drainage, searches, title, and rights benefiting or affecting the site as well as identifying any legal risks and continuing contractual obligations along with key dates. This report must be reviewed at the BU Pre-exchange (Pre-conclusion) meeting which the Regional Solicitor / Instructed Solicitor must attend. The report will be reviewed by the LD, MD and DMD. The LD in consultation with the MD must respond in writing to each of the points raised, either confirming their agreement or setting out what actions are to be taken prior to exchange. This ensures that BUs are fully aware of the implications of any legal agreement they are proposing to enter into. The DMD must be advised of any issues.	Rule	Regional Solicitor, LD	LD, MD
<b>5.2</b>	<b>Pre-exchange Meeting</b>			
5.2.1	To protect Taylor Wimpey's commercial interests, prior to any exchange of contracts, the BUMT will meet with the DMD to set out full details of the proposal, in accordance with the Pre-exchange Meeting Minutes and exchange authorisation. This agenda can be found on inHouse <a href="#">[link]</a> . Exchange of contracts will not take place until the DMD has signed the Pre-exchange Meeting Agenda/Minutes and exchange authorisation. The minutes of the meeting are to be appended to the signed authorisation for record purposes.	Rule	BUMT	MD, DMD
5.2.2	All those documents required for discussion at the Pre-exchange Meeting should be collected into a single file by LD and stored with the approved Pre-exchange Meeting Agenda to be available for Regional Solicitor and DMD. This ensures Taylor Wimpey has an accurate point of reference as to the status of the project at the point of exchange.	Rule	LD	MD
5.2.3	To ensure that all documentation requiring signature is duly authorised and recorded, any legal document that requires signature must be accompanied by an Authority to Execute Contract Form, signed at the appropriate levels. The Regional Solicitor / Instructed Solicitor will not execute any exchange without having a completed AEC in his possession in addition to the authorised LPE and Pre-exchange meeting agenda.	Rule	Regional Solicitor, LD	LD, MD
5.2.4	Following exchange of legal documentation relating to the acquisition of site, the information submitted in the LPE must be kept under continuous review as part of the VIM, to allow accurate forecasting and avoid abortive work on projects that are no longer viable.	Rule	LD	MD
5.2.5	It is the responsibility of the LD to provide the FD and TD with sufficient detail to enable insurance cover to be put in place and copies of any insurance taken out.	Rule	LD	MD
<b>5.3</b>	<b>Conditional Contracts</b>			
5.3.1	Where the Company has a discretion regarding fulfilment of contract conditions and whether to complete a conditional contract, the service of a notice making the contract unconditional ("going unconditional") requires authorisation by the DMD, with UKL&PD (above notified threshold) and DC informed, unless materially adversely different in which case a full LPE re-approval is required.	Rule	Regional Solicitor, LD	MD, DMD
5.3.2	Where conditional approval was obtained for the original LPE in accordance with clause 4.1.5 authority must be from the LPE authoriser. Where the approval was granted subject to certain conditions being cleared/satisfied (e.g. Planning/VP etc.) authority to proceed will be from the DMD.	Rule	Regional Solicitor, LD	MD, DMD



Section 6	Completion of a Purchase	Best Practice or Rule	Responsible	Accountable
6.1	Process			
6.1.1	The process for completing the purchase of a site is set out in the Legal and Finance Manuals <a href="#">[link]</a> and in the relevant sections of this document.	Rule	LD, Regional Solicitor, FD	MD
6.2	Site Visit			
6.2.1	On the day of completion, prior to the actual completion taking place, the LD and Regional Solicitor must visit the site and walk the boundaries to ensure that the site remains in the condition Taylor Wimpey intended to purchase. In the event that the LD is unavailable, another member of the BUMT must carry out this inspection.	Rule	LD	MD
6.3	Judicial Review Period			
6.3.1	In order to ensure that all Taylor Wimpey sites have an implementable planning permission, the completion of a purchase should not normally take place until the Judicial Review period associated with the planning consent has expired. Exceptions to this policy must be referred to the UKL&PD, Regional Solicitor and DMD, and approved by the DC.	Rule	LD	MD, DC
Section 7	Land Disposal	Best Practice or Rule	Responsible	Accountable
7.1	Authorisation			
7.1.1	All Land Disposals must be authorised on the Land Disposal Form in accordance with the BU Signing Authority Matrix, unless the disposal is consequent to the development of the site, e.g. substations, open space, affordable housing etc. and in line with the LPE.	Rule	LD	MD
7.2	Appropriate Levels			
7.2.1	To ensure that transactions are dealt with at the appropriate level, the disposal of land that is consequent to the development of the site will be managed by the DLM; other land disposals will be managed by the Regional Solicitor. Instructions for a disposal should be provided on the Solicitor Instructions pro-forma.	Rule	LD	MD, LD
7.3	Tendering			
7.3.1	In order to ensure Taylor Wimpey is securing best value, the disposal of land must be by open competitive tender unless a different strategy is approved by the DMD. Any possible impact of a different strategy must be identified on the disposal document.	Rule	LD, FD	MD
7.4	Auction			
7.4.1	If it is intended to dispose of a site by way of auction, authorisation must be secured at the appropriate level in advance of entering the site into the auction. The Land Disposal Form <a href="#">[link]</a> should clearly identify the minimum price for which the land can be sold. Following the auction, details of the identity of the purchaser and the agreed purchase price should be appended to the Land Disposal Form, and notified to the Regional Solicitor, DMD and DC.	Rule	LD, FD	MD
Section 8	Land Swaps/Transfers	Best Practice or Rule	Responsible	Accountable
8.1	Land Swaps			
8.1.1	In the event that land is to be acquired by way of a swap it must be carried out in accordance with the Finance Manual <a href="#">[link]</a> . An LPE should be prepared for the land to be acquired, and a Land Disposal Form <a href="#">[link]</a> should be completed for the land to be disposed of. Both forms should be authorised in accordance with the BU Signing Authority Matrix <a href="#">[link]</a> .	Rule	LD, FD	MD, DMD, UKL&PD, DC, CEO
8.1.2	Land trades should be based upon our actual assessment of the current value of the sites to be acquired and disposed of, and should not take into account purchase price or book value.	Rule	LD, CD	MD

	Land Swaps/Transfers	Best Practice or Rule	Responsible	Accountable
<b>8.2</b>	<b>Land Transfers</b>			
8.2.1	The transfer of land assets between BUs will occur in accordance with the timescales agreed with the MD and DMD in consultation with FD and LD and in accordance with the Finance Manual <a href="#">[link]</a> .	Best Practice	MD	DMD
<b>Section 9</b>	<b>S106 Agreements (Scotland S75)</b>	<b>Best Practice or Rule</b>	<b>Responsible</b>	<b>Accountable</b>
<b>9.1</b>	<b>Scotland</b>			
9.1.1	Where reference below is made to S106 Agreements, this should be read as S75 in Scotland.			
<b>9.2</b>	<b>Negotiation</b>			
9.2.1	Where required, S106 Agreements should be negotiated by the BU in consultation with Regional Solicitor with assistance from the TD and CD, to ensure that they are agreed on the best possible commercial terms.	Best Practice	LD	MD
<b>9.3</b>	<b>Bonds</b>			
9.3.1	Taylor Wimpey resists providing bonds for S106 Agreements, due to the financial costs involved. In exceptional cases, where a S106 Agreement absolutely requires a bond, it will be procured in accordance with the procedures set out in Technical Clause 10.3 of this document.	Best Practice	TD, FD	MD
<b>9.4</b>	<b>Commuted Sums</b>			
9.4.1	Where commuted sums are, or may be, payable, agreements must include a time period in which the money should be spent by the Council, to ensure that unspent payments can be recovered. The LD must consult with TD and Regional Solicitor.	Best Practice	LD	LD
<b>9.5</b>	<b>Comparison to LPE</b>			
9.5.1	Prior to entering into any S106 Agreement, MD approval is required to ensure the terms are the best possible commercially, and are in accordance with the current authorised LPE. If the S106 is outside the requirements approved in the LPE, this must be reviewed with LD and Regional Solicitor and approval is required at the same level as the current authorised LPE.	Rule	LD	LD, MD
<b>9.6</b>	<b>Commuted Sum Payment Terms</b>			
9.6.1	On entering into a S106 Agreement, the LD must agree the terms with the MD and is responsible for providing the CD and the TD details of all commuted sum payments, identifying what is payable, when it is to be paid, any indexation of the payment, and when any rebate can be requested. This information should be kept in a register of S106 Agreements, to be maintained by the CD and referred to by FD. This is to maximise the potential returns from unspent payments, and to monitor liabilities.	Rule	LD	TD
<b>Section 10</b>	<b>Owned and Controlled Land Database</b>	<b>Best Practice or Rule</b>	<b>Responsible</b>	<b>Accountable</b>
<b>10.1</b>	<b>Visibility of Land Holdings</b>			
10.1.1	It is the responsibility of the LD and the SLRD to maintain a database of all those land assets owned or controlled by Taylor Wimpey. This ensures full visibility of our land holdings, accurate reporting and maximising the delivery of value from our assets.	Rule	LD, SLRD	MD, SLMD
10.1.2	The LD/SLRD in conjunction with the FD are responsible for maintaining the accuracy of the land reporting which is to be reconciled to the underlying systems and current forecasts.	Rule	LD, SLRD, FD	MD, SLMD
<b>Section 11</b>	<b>Affordable Housing</b>	<b>Best Practice or Rule</b>	<b>Responsible</b>	<b>Accountable</b>
<b>11.1</b>	<b>Negotiation of Contract</b>			
11.1.1	Depending on the requirements of a particular disposal, the MD must nominate either the LD or CD to be responsible for negotiating commercially acceptable Affordable Housing Contracts for the sale of Affordable Housing land and construction of the Affordable Housing in consultation with TD. Where possible, this should include a tendering exercise.	Rule	LD, CD	MD

	Affordable Housing	Best Practice or Rule	Responsible	Accountable
<b>11.2</b>	<b>Use of Specialist Consultants</b>			
11.2.1	To ensure the most cost effective approach, it is normal practice that all affordable housing negotiations will be carried out in-house. Specialist affordable housing consultants may be appointed where it is likely to add value to S106 and Affordable Housing negotiations. In the event that a consultant is appointed, negotiations should still be led by the nominated Taylor Wimpey representative.	Best Practice	LD, CD	MD
<b>11.3</b>	<b>Use of Standard House Types [check style guide]</b>			
11.3.1	Planning applications that require Affordable Housing should incorporate the house types from the Taylor Wimpey Standard Range that deliver the maximum return on the site. This is to be reviewed in consultation with TD and can be either Standard House types or Standard Affordable House types, depending on the Affordable Housing requirements. Any variation from this requires MD and DMD approval (DMD approval is not required for apartments).	Rule	TD	MD, DMD
<b>11.4</b>	<b>Contracts</b>			
11.4.1	In order to keep costs to a minimum, the Standard Affordable Specification for New Residential Developments <a href="#">[link]</a> should be utilised in all Affordable Housing Contracts. Any variation must be approved by the DMD.	Rule	LD	MD, DMD
<b>11.5</b>	<b>Disposal</b>			
11.5.1	If the terms are in accordance with, or better than, the assumptions in the most recent LPE and/or Site Budget the sale can proceed with MD approval. If the agreement is materially outside the requirements approved in the LPE, authorisation is required from the DMD and DC informed.	Rule	LD	MD
<b>Section 12</b>	<b>Strategic Land</b>	<b>Best Practice or Rule</b>	<b>Responsible</b>	<b>Accountable</b>
<b>12.1</b>	<b>Approach</b>			
12.1.1	The responsibility for agreeing the approach to maximising the value and delivery of future land supply, in accordance with current strategy and targets, lies with the SLRD working alongside the MD. Account must be taken of forecast business plans, timing of agreed Strategic Land Transfers and potential new opportunities arising from the planning process. A jointly agreed Land Strategy, which should be reviewed on an annual basis, must be approved by the SLMD, DMD, UKL&PD and DC, and should be incorporated in to the overall BU Land Strategy as in 1.2.2.	Rule	SLRD	SLMD, DMD, UKL&PD, DC
<b>12.2</b>	<b>Quarterly Meetings</b>			
12.2.1	In order to establish and maintain a jointly agreed and consistent forward Business Land Strategy it is the responsibility of the SLRD to ensure meetings are held with the BU Land department, MD and DMD on a quarterly basis.	Rule	SLRD	SLMD
12.2.2	All strategic land assets must be reviewed on a quarterly basis to allow accurate forecasting and viability and avoid abortive work on projects that are no longer viable. This review must be discussed and agreed with the SLMD, LD, MD, DMD and DC.	Rule	SLRD	SLMD
<b>12.3</b>	<b>BU Support</b>			
12.3.1	It is the responsibility of the SLRD and MD to ensure that all potential Strategic Land acquisitions have the full support of the BUMT and DMD, to ensure the land is appropriate to the land strategy for the BU.	Rule	SLRD, MD	SLRD, MD

	Strategic Land	Best Practice or Rule	Responsible	Accountable
<b>12.4</b>	<b>BU Involvement</b>			
12.4.1	During the promotion of Strategic sites, the SLRD must ensure that the BUMT is kept informed of progress, and is consulted on, and given the opportunity to input to, all elements of the promotion that will impact on the final form of development, including any planning applications. This ensures that the site meets Taylor Wimpey's needs, and maximises value and returns.	Rule	SLRD	SLMD
<b>12.5</b>	<b>Promotional and Land Management Strategy</b>			
12.5.1	To ensure best value through delivery of Strategic Land assets to the BU within the agreed timescales, it is the responsibility of the SLRD to ensure all individual existing assets have an agreed promotional strategy and land management strategy, and accompanying budget in accordance with the priority sites in the agreed Business and Land Strategy.	Rule	SLRD	SLMD
<b>12.6</b>	<b>Tenancy and Related Matters</b>			
12.6.1	To protect the value of Taylor Wimpey assets, minimise the risk to Taylor Wimpey of adverse possession and Village Green claims, and to enable the delivery of vacant possession at the required time, the SLRD is responsible for ensuring all freehold assets have a Land Management Strategy dealing with all tenancy and related matters.	Rule	SLRD	SLMD
<b>Section 13</b>	<b>Strategic Land HSE</b>	<b>Best Practice or Rule</b>	<b>Responsible</b>	<b>Accountable</b>
<b>13.1</b>	<b>CDM / EMS Procedures</b>			
13.1.1	To ensure that Taylor Wimpey as "Client" fulfils its responsibility under the CDM Regulations, the SLRD is responsible for ensuring that sites are progressed in line with Taylor Wimpey CDM / EMS Procedures set out in the Strategic Land Procedures & Strategic Land Manual <a href="#">[link]</a> .	Rule	SLRD	SLMD
<b>13.2</b>	<b>Land Risk Assessment</b>			
13.2.1	When a new site is being acquired or appraised, the SLRD will arrange for an Initial Land Risk Assessment to be carried out to allow any health and safety or environmental matters to be brought to the attention of employees or others that may be required to visit the site.	Rule	SLRD	SLMD
<b>13.3</b>	<b>Procedures / Arrangements</b>			
13.3.1	To ensure compliance with the Taylor Wimpey HSE policy, the SLRD is responsible for ensuring that all Strategic Land employees are kept informed of the procedures / arrangements set out in the Strategic Land Procedures & Strategic Land Manual.	Rule	SLRD	SLMD
<b>13.4</b>	<b>CDM Principle Designer</b>			
13.4.1	To ensure adequate management of the CDM aspects of a Site, SLRDs must ensure that arrangements, including the appointment of a CDM Principle Designer, are in place for the implementation of Taylor Wimpey CDM / EMS procedures from the concept phase of the site.	Rule	SLRD	SLMD
<b>13.5</b>	<b>Consortia / Collaborations</b>			
13.5.1	When preparing any legal agreement to work in conjunction with another party, such as a Consortium or Collaboration Agreement, reference must be made to the "Clauses of Principle" with a view to ensuring that the relevant clauses as identified in the Taylor Wimpey CDM / EMS procedures are included in the agreement.	Rule	SLRD	SLMD
<b>Section 14</b>	<b>Strategic Land Option Agreements and Freehold Purchases</b>	<b>Best Practice or Rule</b>	<b>Responsible</b>	<b>Accountable</b>
<b>14.1</b>	<b>Business Unit support</b>			
14.1.1	To ensure that we only promote sites that have the support of the relevant BU(s), opportunities must be in accordance with jointly agreed land strategies and each opportunity agreed with SLMD and BUMD.	Rule	SLRD, SLMD, BUMD	SLRD

	<b>Strategic Land Option Agreements and Freehold Purchases</b>	<b>Best Practice or Rule</b>	<b>Responsible</b>	<b>Accountable</b>
14.1.2	During the promotion of strategic sites, the SLRD must ensure that the BUMT is kept informed of progress, is consulted with and given the opportunity to input into all elements of promotion including employment applications.	Rule	SLRD, SLMD, BUMD	SLRD
<b>14.2</b>	<b>Legal Agreement</b>			
	In negotiating options to acquire future land the SLRD must ensure that the legal agreement is in accordance with the principle terms of Taylor Wimpey's standard option <a href="#">[link]</a> . This ensures a consistent Taylor Wimpey approach and minimises business risk. Exceptions to this approach must be approved by the SLMD and UKL&PD in consultation with Regional Solicitor where clear justification is provided.	Rule	SLRD	SLMD, UKL&PD
<b>14.3</b>	<b>Agreement Terms</b>			
	To safeguard the viability and future deliverability of Strategic Land, which maximises discount and enhances BU margin, the SLRD should, where possible, ensure that the terms of option agreements exclude minimum land payments whilst allowing for appropriate planning and phasing extensions, deduction of option fees and all planning promotion costs.	Best Practice	SLRD	SLMD
<b>14.4</b>	<b>Payment Terms</b>			
	Subject to site size, option terms must allow for tranche drawdown of land on exercise by way of phased payments to minimise risk and benefit cashflow, in accordance with the Deferred Payments Policy. Options should also provide for the purchase of the site in a single tranche, to retain maximum flexibility at the time of exercise, where this approach has been approved by the SLMD in consultation with the MD prior to seeking authorisation of the proposal from DMD and DC.	Rule	SLRD	SLMD, DMD, DC
<b>14.5</b>	<b>Pre-preparation</b>			
	Prior to instructing solicitors to prepare an option, freehold purchase or other legal agreement, the SLRD must have received prior approval of the agreed terms and the site location from the SLMD, MD and DMD to ensure acquisition strategy accords with jointly agreed Land Strategy.	Rule	SLRD	SLMD
<b>14.6</b>	<b>External Legal Services</b>			
	To ensure proper management of external legal services and cost control, no external solicitors are to be instructed in respect of land transactions without the prior approval of the GLD&CS or a Regional Solicitor. The management of external solicitors must be in accordance with the Legal Section of the Operating Framework.	Rule	SLRD	SLMD
<b>14.7</b>	<b>Land Purchase Exercise / Land Option Exercise Approval</b>			
	Prior to entering into an option, freehold purchase, the exercising of options, or other legal agreement in relation to a site, an LPE or LOE must be prepared as appropriate (in liaison with the BU), in the agreed format, and authorised at the appropriate level by MD, DMD, UKL&PD (above notified threshold) and DC.	Rule	SLRD	SLMD, MD or DMD or UKL&PD or DC
<b>14.8</b>	<b>Land Option Exercise Updates</b>			
	To ensure LOE approvals are based upon the most up-to-date information, an LOE approval must be resubmitted for further approval prior to exchange of an option if: <ul style="list-style-type: none"> <li>• There is a material change in the nature of the project</li> <li>• A period of three months from approval has elapsed</li> </ul>	Rule	SLRD	SLMD
<b>14.9</b>	<b>Extensions and Renewals</b>			
	In order to safeguard the quality of land opportunities and minimise risk, any contract extensions or renewals must be authorised in accordance with the Strategic Land Signing Authority Matrix, indicating any amendments to the original. The MD should be consulted prior to requesting any extension or renewal to confirm their continuing support for the proposal prior to submission to DMD and DC.	Rule	SLRD	SLMD

	<b>Strategic Land Option Agreements and Freehold Purchases</b>	<b>Best Practice or Rule</b>	<b>Responsible</b>	<b>Accountable</b>
<b>14.10</b>	<b>Contract Negotiation</b>			
	The SLRD and the Regional Solicitor / Instructed Solicitor should work together in negotiating the contract to ensure the agreement is in accordance with the authorisation and is acceptable on both legal and commercial terms.	Rule	Regional Solicitor, SLRD	SLMD
<b>Section 15</b>	<b>Strategic Land Transfers</b>	<b>Best Practice or Rule</b>	<b>Responsible</b>	<b>Accountable</b>
<b>15.1</b>	<b>LPE Approval</b>			
	It is the responsibility of the SLRD and LD to ensure that prior to all Strategic Land Transfers, an up-to-date viability using the LPE format is undertaken (authorisation is not required), thereby ensuring compliance with budget projections and delivery dates set out in the agreed Land Transfer Schedule in consultation with MD, DMD and DC.	Rule	SLRD, LD	SLMD
<b>15.2</b>	<b>Timescales and Process</b>			
15.2.1	The transfer of Strategic Land assets will occur in accordance with the timescales agreed with the MD and DMD in consultation with FD and LD generally following receipt of planning permission or confirmation of a site allocation for immediate release in an Adopted Development Plan. Securing a detailed planning permission and preparing a site for development is best suited to the skills of a BU, thus allowing time for the SLRD to focus on acquiring new land opportunities.	Best Practice	SLRD	SLMD
15.2.2	Prior to the transfer of Strategic Land assets a meeting must be held between the SLRD and BUMT (as appropriate) to ensure the complete transfer of information to the BU. This meeting should be minuted.	Rule	SLRD, LD	SLMD, MD
15.2.3	All Strategic transfers will be in accordance with the Finance Manual, and must be agreed in advance by the SLRD with the MD and FD to ensure accurate future financial forecasting.	Rule	SLRD	SLMD
15.2.4	To ensure accurate and consistent budgeting, and efficient allocation of resource, Strategic sites will be transferred to the BU in their entirety in accordance with the agreed Transfer Schedule. Strategic sites will only be transferred to the BU in multiple phases as an exception which requires SLMD and DMD agreement and DC authorisation.	Rule	SLRD	SLMD, DMD, DC
<b>15.3</b>	<b>BU Responsibilities</b>			
15.3.1	Following transfer, the receiving BUs will become responsible for all future project costs incurred, the implementation of infrastructure and management of the S106 Agreement (or Section 75 in Scotland) - including payments, and future reserved matters applications.	Rule	SLRD	SLMD
<b>15.4</b>	<b>Land Transfer Schedule</b>			
15.4.1	The SLRD must ensure the Land Transfer Schedule is updated in line with the budgeting process to ensure accuracy in projections, efficient allocation of resource and robust timing for site commencement.	Rule	SLRD	SLMD
<b>Section 16</b>	<b>Strategic Land Management of Land Promotion Consultants</b>	<b>Best Practice or Rule</b>	<b>Responsible</b>	<b>Accountable</b>
<b>16.1</b>	<b>Appointing Consultants</b>			
16.1.1	In striving to deliver best value and minimise fees relating to land acquisition and planning promotion, the SLRD will ensure that, wherever possible, internal resources from the BU or elsewhere within the Group are utilised wherever practical, prior to appointing external consultants.	Best Practice	SLRD	SLMD

	<b>Strategic Land Management of Land Promotion Consultants</b>	<b>Best Practice or Rule</b>	<b>Responsible</b>	<b>Accountable</b>
16.1.2	In the event that external consultants are required, their appointment must be competitively tendered in accordance with the Strategic Land Procedures. Exceptions from this policy where deemed to be advantageous to the company on the basis of financial, acquisition, promotional or other terms must be clearly justified by the SLRD in seeking authorisation from the SLMD prior to any formal instructions being given to consultants.	Rule	SLRD	SLMD
16.1.3	It is the responsibility of the SLRD to ensure that all consultant appointments and HSE approvals follow the guidelines set out in the Taylor Wimpey CDM / EMS procedures.	Rule	SLRD	SLMD
<b>16.2</b>	<b>Monitoring Fees</b>			
16.2.1	The SLRD is responsible, at all times, for the close monitoring of consultant and other third party fees against the budget agreed in the site promotional strategy or appropriate LPE in consultation with SLFD. This ensures management of WIP, accurate forecasting and adherence to authorised budget.	Rule	SLRD	SLMD
16.2.2	Circumstances arising on matters requiring unbudgeted additional expenditure must be clearly justified by the SLRD when seeking authorisation in accordance with the prevailing limits. It is the responsibility of the SLRD to ensure no additional unbudgeted costs are incurred prior to receiving authorisation, to minimise risk, potential abortive costs and in compliance with financial procedures and in consultation with SLFD. This is to be reported to MD.	Rule	SLRD	SLMD
<b>Section 17</b>	<b>Strategic Land Redundant Assets</b>	<b>Best Practice or Rule</b>	<b>Responsible</b>	<b>Accountable</b>
<b>17.1</b>	<b>Definition</b>			
17.1.1	Redundant Assets are those Strategic Land and property interests which no longer form part of the mainstream site promotion portfolio. The RAM, SLRD and relevant SLMD should agree that such assets represent poor residential planning prospects, have issues of financial viability or other circumstances which now render them redundant. The management of such assets is the responsibility of the RAM.	Rule	RAM	SLMD
<b>17.2</b>	<b>Redundant Asset Schedule</b>			
17.2.1	To ensure efficient allocation of resource and finance, it is the responsibility of the SLRD, working alongside the MD, to ensure there is an agreed Redundant Asset Schedule which must be updated on a 6 monthly basis to ensure any material change in circumstances is taken into account to ensure the full value of the asset is realised. This is to be reported to DMD, DC and UKL&PD.	Rule	SLRD	SLMD
17.2.2	Proposed changes to the Redundant Asset Schedule must be authorised on the Redundant Asset Transfer Form in accordance with the prevailing limits, to ensure full agreement to the transfer.	Rule	SLRD, RAM	SLMD
17.2.3	Prior to the disposal of any redundant asset, the SLRD and RAM will liaise with the relevant MD and LD and vice versa to ensure that there is no alternative use to the company of the land.	Rule	RAM/SLRD	SLRD
<b>17.3</b>	<b>Write offs</b>			
17.3.1	The SLRD must notify the SLMD and SLFD of any sites against which financial provisions are to be made.	Rule	SLRD	SLMD

# Legal

Section 1	External Solicitors	Best Practice or Rule	Responsible	Accountable
1.1	<b>Instructions</b>			
1.1.1	To ensure proper management of external legal services and cost control, no external solicitors are to be instructed in respect of any land acquisition or disposal without the prior approval of the CS or DRS.	Rule	BUMT	MD
1.1.2	To ensure proper management of external legal services and cost control, no external solicitors are to be instructed in respect of claims, prosecutions and breaches of statutory regulations without the prior approval of the CS or the DRS. Consult with the DRS who will provide internal advice.	Rule	BUMT	MD
1.1.3	To ensure uniformity of standards of service and fee structures, no external solicitors may be instructed other than those firms identified as panel solicitors. Consult with CS, DRS or Regional Solicitor when engaging with external solicitors. In exceptional circumstances a non-panel firm may be instructed with the prior approval of the CS.	Rule	BUMT	CS
1.2	<b>Legal Action</b>			
1.2.1	To limit and manage the risk of legal action or prosecution by any party, all complaints and threatened prosecutions (e.g. by HSE, Trading Standards Officers, Local Authority Planning Departments, Environmental Agencies) must be reported immediately to the relevant Regional Solicitor, DRS and Dir of HSE where relevant. All planning related matters must be reported to the UKL&PD.	Rule	BUMT	MD
1.2.2	To ensure proper management of all claims, disputes, litigation and threatened prosecutions by or against Taylor Wimpey, no legal proceedings may be instigated or defended without the prior approval of the CS or DRS. All planning related matters must be reported to the UKL&PD. The appropriate authorisation must be sought to instigate or defend legal action. Refer to section 5.6.1 with regard to plot related actions. In the case of HSE matters, such as a serious HSE incident on site, the Dir of HSE may appoint a lawyer to advise without prior approval. Settlement of claims should be in line with the current appropriate Legal Advice Note.	Rule	BUMT	MD
Section 2	Land Acquisition and Disposal	Best Practice or Rule	Responsible	Accountable
2.1	<b>Principles</b>			
2.1.1	To ensure that all land acquisitions and disposal are correctly authorised, a Regional Solicitor cannot exchange contracts or authorise exchange by an external lawyer (Scotland Conclude Missives) for a land purchase or sale without a fully authorised, current, LPE (and Site Purchase Authority) or LDA. An LPE or LDA is valid for a period of 3 months from the date of authorisation by the CEO (or DC as appropriate), and extensions must be authorised at the original level.	Rule	Regional Solicitor	CS
2.1.2	To ensure that contract terms are in accordance with the authorised LPE, (LSA) the Regional Solicitor must, prior to exchange of all contracts (conclusion of missives), satisfy themselves that the terms of the proposed contract are in accordance with the LPE (LSA). Any discrepancies, or variations, must be reported to the MD and subsequently authorised by the relevant LPE (LSA) approval authority.	Rule	Regional Solicitor	CS
2.1.3	Any acquisition of land which is via the purchase of a company requires the appropriate review and approval of Tax, Treasury, Legal, Secretarial and Finance as detailed in the Company Purchase/Joint Venture/Collaboration Procedures.	Rule	Regional Solicitor	CS



	<b>Land Acquisition and Disposal</b>	<b>Best Practice or Rule</b>	<b>Responsible</b>	<b>Accountable</b>
<b>2.2</b>	<b>Site Boundaries</b>			
2.2.1	To ensure that land to be purchased or sold is correctly identified, and any boundary discrepancies are identified and clarified before exchange of contracts (conclusion of missives) site boundaries should be checked against a current survey plan and Land Registry Filed Plans (Scotland Land Register Title Plan). For site purchases the site should also be visited where appropriate by the Regional Solicitor / Instructed Solicitor prior to exchange of contracts (conclusion of missives). Any boundary discrepancies, access issues, third party rights, or other matters evident from the inspection, must be brought to the attention of the LD and MD.	Rule	Regional Solicitor	CS
2.2.2	To ensure the extent of land being acquired is correct, and that there are no boundary issues, the Regional Solicitor must obtain confirmation from the BU that the Contract (Missive) Plan / Title Plan and Highways Plan has been checked against a survey drawing and proposed site layout and constraints plan; and that the BU is satisfied that the site can be accessed and developed in accordance with the LPE without requiring third party land, rights or consents.	Rule	Regional Solicitor	CS
<b>2.3</b>	<b>Legal Report</b>			
2.3.1	To ensure that all legal aspects of a land purchase are fully identified, along with any legal issues or risks, the Regional Solicitor / Instructed Solicitor must provide a written report on contract (missives) and title to the BU prior to exchange of contracts (conclusion of missives). The report should set out all material contractual terms and all relevant details regarding planning, access, drainage, searches, title, and rights benefiting or affecting the site, as well as identifying any legal risks and continual contractual obligations along with key dates. This report must be reviewed at the BU Pre-exchange (Pre-conclusion) meeting which the Regional Solicitor / Instructed Solicitor must attend. The report will be reviewed by the LD, MD, and DMD. The LD in consultation with the MD must respond in writing to each of the points raised, either confirming their agreement or setting out what actions are to be taken prior to exchange. This ensures that BUs are fully aware of the implications of any legal agreement they are proposing to enter into. The DMD must be advised of any issues.	Rule	Regional Solicitor	CS
<b>2.4</b>	<b>Pre-exchange Meeting</b>			
2.4.1	To protect Taylor Wimpey's commercial interests, prior to any exchange of contracts, the BUMT and Regional Solicitor / Instructed Solicitor will meet with the DMD to set out full details of the proposal, in accordance with the current Pre-exchange Meeting Agenda. Exchange of contracts will not take place until the DMD has signed the Pre-exchange Meeting Agenda/Minutes.	Rule	BUMT	MD, DMD
2.4.2	To ensure that all documentation requiring signature is duly authorised and recorded, any legal document that requires signature must be accompanied by an AEC form, signed at the appropriate levels. The Regional Solicitor / Instructed Solicitor will not execute any exchange without having a completed AEC in his/her possession in addition to the authorised LPE and Pre-exchange Meeting Agenda/Minutes. If exchange is required urgently following LPE approval, an email confirmation from the DC with AEC to follow will be accepted from the Regional Solicitor / Instructed Solicitor.	Rule	Regional Solicitor, LD	LD, MD

	Land Acquisition and Disposal	Best Practice or Rule	Responsible	Accountable
<b>2.5</b>	<b>Conditional Contracts</b>			
2.5.1	<p>Where the company has a discretion regarding fulfilment of contract conditions and whether to complete a conditional contract, the service of a notice making the contract unconditional ("going unconditional") requires the revised LPE or Land Disposal Form authorised by the DMD, and UKL&amp;PD (above notified threshold) and DC informed.</p> <p>Where conditional approval was obtained for the original LPE in accordance with Land Clause 4.1.6, authority must be from the LPE authoriser. Where the approval was granted subject to certain conditions being cleared/satisfied (e.g. planning, VP etc.), authority to proceed will be from the DMD.</p>	Rule	Regional Solicitor, LD	MD, DMD
<b>2.6</b>	<b>Contractual Obligations</b>			
2.6.1	To ensure that any contingent or future financial liabilities are fully identified and understood, any contractual obligation to make further or additional payments in the future, e.g. deferred payments, overage payments, or other profit-sharing arrangements, must be authorised within the relevant LPE. Any legal charges (Scotland Standard Securities), bonds, security or guarantees required to support deferred purchase terms must be approved by GT as detailed in section 10.3 of the technical section.	Rule	Regional Solicitor, LD	MD
<b>2.7</b>	<b>Shared Liabilities</b>			
2.7.1	To ensure that any shared liabilities with third parties are fully authorised and are in accordance with Group policies, corporate Joint Venture companies cannot be formed without the prior approval of the CS and the GFD. Collaboration and non-corporate Joint Venture Agreements may not be entered into without prior approval from the CS and relevant DC. Consortium or Collaboration Agreements must contain the HBF 'clauses of principle' to ensure CDM and HSE compliance.	Rule	Regional Solicitor, LD	MD
<b>2.8</b>	<b>Restrictive Covenants (Scotland - Title Condition) and Defective Title</b>			
2.8.1	To ensure that any attendant legal risks are minimised and costed, where the land to be acquired is subject to a covenant (condition) preventing or restricting development or where there are potential Defective Title Issues, the Regional Solicitor cannot exchange contracts (conclude missives), or authorise an external lawyer to do so unless an adequate insurance policy is available or not considered necessary. Where such insurance is considered unnecessary or is not available, approval to proceed without insurance must be obtained from the LD in consultation with the CS and the relevant DMD.	Rule	Regional Solicitor	CS
<b>2.9</b>	<b>Indemnities</b>			
2.9.1	To limit and manage Taylor Wimpey's contractual and financial liabilities, no indemnity which imposes liability on Taylor Wimpey for financial obligations, off-site environmental contamination, or personal injury must be given without written approval from CS/CoSec and/or DS and/or GFD or GT, after consultation with LD, Regional Solicitor and DMD.	Rule	LD, Regional Solicitor	MD
<b>2.10</b>	<b>Payments</b>			
2.10.1	To maintain appropriate financial controls, requests for cheques / telegraphic transfers or other payment must be in the appropriate form and signed by the Regional Solicitor prior to submission for authorisation, in accordance with the Finance Manual.	Rule	Regional Solicitor	MD
<b>2.11</b>	<b>Bonds</b>			
2.11.1	Taylor Wimpey resists providing bonds, however when required they will be procured in accordance with the procedures set out in clause 10.3 of the technical section.	Rule	Regional Solicitor, DLM	CS

	Land Acquisition and Disposal	Best Practice or Rule	Responsible	Accountable
<b>2.12</b>	<b>VAT - Purchase</b>			
2.12.1	To ensure that relevant VAT claims can be made where VAT is payable on a land purchase, the Regional Solicitor / Instructed Solicitor must ensure the following is obtained before / on completion: a copy of the vendor's relevant notice of election to waive exemption, together with acknowledgement by HM Customs and Excise, and a valid VAT invoice.	Rule	Regional Solicitor	CS
<b>2.13</b>	<b>Registration of Title</b>			
2.13.1	To ensure proper communication of relevant information and to secure registration of title as soon as practical after completion, the Regional Solicitor / Instructed Solicitor must deal with the registration of title at the Land Registry without delay.	Rule	Regional Solicitor	CS
<b>2.14</b>	<b>Post Completion Handover to BU</b>			
2.14.1	To ensure that the BU has all legal information relevant to the development of the site and any post purchase issues, the Regional Solicitor / Instructed Solicitor must, within 28 days following completion (entry) supply the BU with a 'Bible' comprising: <ul style="list-style-type: none"> <li>• Copies of relevant legal documents, with an updated pre purchase report including the signed purchase contract (missive)</li> <li>• Title details, including a Title Plan</li> <li>• Planning information</li> <li>• Highways information</li> <li>• Search results</li> <li>• Sellers replies to enquiries</li> <li>• Insurance</li> <li>• SDLT return</li> <li>• VAT invoices</li> </ul> This should highlight any significant contractual terms or other significant matters which require future action or compliance by the vendor or TW. These can be provided electronically.	Rule	Regional Solicitor	CS
2.14.2	The Regional Solicitor / Instructed Solicitor must have a handover meeting with the DLM and deliver the appropriate documentation to enable the Estate Conveyancing documentation for the site to be prepared.	Best practice	Regional Solicitor	CS
<b>2.15</b>	<b>Site Pre-start Meeting</b>			
2.15.1	The DLM must attend (or via a conference call if geography precludes) the BU Site Pre-start Meeting.	Best practice	DLM	CS
<b>2.16</b>	<b>Authorisation of Transactions and Documents</b>			
2.16.1	To ensure that all documentation requiring signature is duly authorised and recorded, no documents other than plot sale contracts (missives), transfers (dispositions), and leases may be signed / authorised without an AEC, duly signed in consultation with the Regional Solicitor. Refer to the BU Signing Authority Matrix.	Rule	Relevant Signatories	CS, MD
2.16.2	<b>Incidental Land Disposal</b> So that such transactions are dealt with at the appropriate level, the DLM is responsible for effecting disposals in line with sections 7.1.1 and 7.2.1 of the land section.	Rule	DLM	MD, DC
<b>2.17</b>	<b>Affordable Housing Sales</b>			
2.17.1	To ensure that transactions are duly authorised the Regional Solicitor or DLM (as appropriate) must ensure that Affordable Housing Land Disposals to RSLs are authorised by the relevant MD, if included in, and in accordance with, the site LPE. If the disposal is not within the terms approved under the LPE or Site Budget, DMD approval must be obtained using an LDA after consultation with the LD and DMD. Sales should be on the basis of the Taylor Wimpey Standard Development Agreement.	Rule	Regional Solicitor/DLM	MD, DMD

	<b>Land Acquisition and Disposal</b>	<b>Best Practice or Rule</b>	<b>Responsible</b>	<b>Accountable</b>
<b>2.18</b>	<b>VAT – Sales</b>			
2.18.1	To ensure that VAT is properly chargeable on land sales, a copy of the appropriate election notice, acknowledgement and invoice must be obtained prior to completion and provided to the FD.	Rule	Regional Solicitor, LD	MD
<b>Section 3</b>	<b>Section Agreements and Joint Adoption Bonds</b>	<b>Best Practice or Rule</b>	<b>Responsible</b>	<b>Accountable</b>
<b>3.1</b>	<b>Section 106 (Scotland S75/RCCS16/18) Authorisation</b>			
3.1.1	To ensure due authorisation, the Regional Solicitor / DLM / Instructed Solicitor cannot complete any S106 or (S75/RCCS16/18) Agreement without authorisation by the relevant MD, if included in, and in accordance with, the site LPE or PLA. If the Agreement is not within the terms approved under the LPE, DMD approval must be obtained.	Rule	Regional Solicitor / DLM	CS, MD, DMD
<b>3.2</b>	<b>S104 (Scotland Drainage Approval) / S38 / S278 (Scotland Road Bond) Authorisation</b>			
3.2.1	To ensure due authorisation, a DLM cannot complete any S104 (Drainage Approval) / S38 / S278 (Road Bond) without prior consultation with LD, agreement from TD & UKBM and the authorisation of the relevant MD.	Rule	DLM	CS, MD
<b>3.3</b>	<b>Joint Adoption Agreements and Bonds</b>			
3.3.1	To ensure due authorisation and limitation of liabilities to third parties, the TD must be aware that joint adoption agreements and bonds incorporating joint and several liabilities with another developer may not be entered into without the approval of the CS or a Regional Solicitor.	Rule	DLM	CS
<b>Section 4</b>	<b>Plot Conveyancing</b>	<b>Best Practice or Rule</b>	<b>Responsible</b>	<b>Accountable</b>
<b>4.1</b>	<b>Compliance</b>			
4.1.1	To comply with professional standards and rules, and to maintain professional standards, all DLMs must observe the requirements of the Law Society's Guide to the Professional Conduct of Solicitors. Guidance may be obtained from the Regional Solicitor.	Rule	DLM	CS
4.1.2	To ensure full disclosure and transparency in accordance with Company policy the preparation of all plot sale documentation must comply with the Council of Mortgage Lenders (CML) requirements and rules.	Rule	DLM, SD	SD
4.1.3	To comply with the Law Society's Guide to the Professional Conduct of Solicitors, no professional undertakings are to be given without the authority of a Regional Solicitor or the CS, other than in respect of an undertaking to procure execution of plot transfers (dispositions) or leases by the relevant BU.	Rule	DLM	CS
4.1.4	To ensure that the Anti-Money Laundering guidelines are adhered to and that where appropriate, sanction list checks are carried out in order to comply with Financial Conduct Authority (FCA) regulations and UK Financial Sanctions	Rule	DLM	CS
<b>4.2</b>	<b>Pre-start Meeting</b>			
4.2.1	To ensure full awareness of all issues on each site the DLM must attend (or by conference call where geography precludes) the BU Pre-start Meeting and will agree who will provide the specified information / plans required for the plot sale estate conveyancing set up.	Rule	DLM	MD
<b>4.3</b>	<b>Standard Documentation</b>			
4.3.1	To ensure uniformity of documentation, policy and procedures, all plot documentation must be based on the Taylor Wimpey approved standard forms, e.g. <ul style="list-style-type: none"> <li>• Standard Plot Contract (Missive)(Private Buyer)</li> <li>• Standard Plot Contract (Missive) (Investor)</li> <li>• Standard Plot Lease</li> <li>• Standard Plot Transfer (Disposition)</li> </ul>	Best Practice	DLM, EC	CS

	<b>Plot Conveyancing</b>	<b>Best Practice or Rule</b>	<b>Responsible</b>	<b>Accountable</b>
4.3.2	Plot documentation detailed under 4.3.1 must be issued within 3 working days of receipt of a properly completed reservation form and legally required supporting documentation. An exception report must be prepared weekly by the DLM and reviewed by the SM or SD and any appropriate action taken.	Rule	DLM, EC	CS
<b>4.4</b>	<b>Sales Release</b>			
4.4.1	To ensure that sale particulars (including price discount and incentives) for released plots are correct, plot sale reservation forms cannot be processed or the contract (missives) prepared / sent out until the Sales Release form has been approved by the SD and the MD.	Rule	DLM, SD	MD
<b>4.5</b>	<b>Reservations</b>			
4.5.1	To avoid the risk of mis-representation to customers, reservations must not be taken by SE "subject to planning permission" and contracts (missives) cannot be issued without full planning permission having been granted, unless previous approval has been obtained from the DC. The only exception is where a substitution / re-plan application has been made. Such reservations may be taken "subject to planning" prior written approval is required from DMD.	Rule	DLM	SD
<b>4.6</b>	<b>Special Notices to Complete (Standard Conditions)</b>			
4.6.1	To ensure that Special Notices to Complete (Standard Conditions) are correct, and properly served by SD & FD in compliance with the sale contract, they must be checked and signed by the DLM or a Regional Solicitor before they are issued.	Rule	EC	DLM
<b>4.7</b>	<b>Verbal Exchanges of Contract</b>			
4.7.1	To comply with Law Society rules on professional conduct, and to ensure that details of verbal exchanges of contract are fully recorded, full details of all telephone exchanges of contract must be recorded, in writing, on the plot file by the EC.	Rule	EC, DLM	CS
<b>4.8</b>	<b>Customer Access to the Property Prior to Legal Completion</b>			
4.8.1	To avoid the risk of disputed liability regarding insurance and snagging, plot customers must not be permitted to occupy the property, prior to Legal Completion (Entry), unless the SE obtains authorisation from the MD. Such access is also subject to the customer(s) signing a form of indemnity.	Rule	DLM, SE	SD
<b>4.9</b>	<b>Key Release</b>			
4.9.1	Only in exceptional circumstances (to be determined by the DLM and MD on a case by case basis), are keys to be released to the customer without the completion monies having been paid. This will be strictly subject to the DLM having received an unequivocal written undertaking from the customer's conveyancer that the purchase monies will be received on that, or the next working day, together with a licence to occupy, signed by the customer prior to the release of any keys. This must have MD approval.	Rule	DLM, SE	MD, SD
<b>4.10</b>	<b>Completion Dates</b>			
4.10.1	In respect of each plot for Legal Completion the SD must ensure that the Build Completion Record is delivered to the DLM and PD must ensure that the CML Notice is delivered to the DLM to enable a Notice to Complete to be served upon the customer.	Rule	PD, SD	MD
4.10.2	The DLM must ensure that a weekly report in respect of all current plot transactions is delivered to the MD and SD by close of business each Friday.	Rule	DLM, EC	CS
4.10.3	A fixed completion date where the CML Notice and Build Completion Record will not be provided 10 days prior to completion can only be agreed in exceptional circumstances (to be determined and agreed by the PD and MD on a case by case basis).	Rule	PD, MD	MD

	<b>Plot Conveyancing</b>	<b>Best Practice or Rule</b>	<b>Responsible</b>	<b>Accountable</b>
<b>4.11</b>	<b>Plot Sale Contracts (Missives) - Special Circumstances</b>			
4.11.1	<p>To avoid potential mortgage fraud, money laundering issues, risk of customer default and to properly manage sales to investors, no Plot Sale Contracts (Missives) must be on terms which provide for:</p> <ul style="list-style-type: none"> <li>• A multiple sale of more than three plots to the same customer</li> <li>• Sales to a company or corporate body</li> <li>• Sales to an offshore resident or company</li> <li>• Assignment</li> </ul> <p>without prior DMD or DC approval.</p> <p>Investor sales should be appropriately authorised, i.e. DMD above three units and DC informed. Investor sales are considered to be per investor transaction or site within a rolling 12 month period. All investor plot sales must include a variation to Special Notice to Complete (Standard Conditions) reducing the period from 10 working days to 1 working day.</p>	Rule	DLM, SD	MD, DMD or DC
<b>Section 5</b>	<b>General Legal Guidance</b>	<b>Best Practice or Rule</b>	<b>Responsible</b>	<b>Accountable</b>
<b>5.1</b>	<b>Complaints and Claims</b>			
5.1.1	<p>To ensure a proper and timely response, and to limit Taylor Wimpey's risk of prosecution, all complaints by:</p> <ul style="list-style-type: none"> <li>• Trading Standards Officers under the Consumer Protection form Unfair Trading Regulations 2008 (CPR)</li> <li>• Complaints from the Office of Fair Trading in respect of the Unfair Contract Terms Regulations</li> <li>• Potential breaches of the Money Laundering Regulations 2007;</li> <li>• Claims under the Data Protection Act</li> <li>• Potential Consumer Code</li> <li>• Any other relevant legislation</li> </ul> <p>Any allegation of unprofessional conduct being made against a DLM, DRS or an employee must be immediately reported to the CS, MD, DMD and DC or via the Whistle Blowing procedures.</p>	Rule	DLM	CS
<b>5.2</b>	<b>Staff Discounts</b>			
5.2.1	To avoid abuse of the preferential facility for employees, all employee discounts must be approved in line with the current HR policy.	Rule	DLM, MD, SD	MD
<b>5.3</b>	<b>Buy Backs</b>			
5.3.1	Only in exceptional cases, and subject to the prior written approval by the DC, will any plot "buy back" be undertaken.	Rule	DLM, MD, SD	MD
<b>5.4</b>	<b>Part Exchange</b>			
5.4.1	To ensure due authorisation, a DLM cannot exchange contracts on a Part Exchange Buy In without the prior written authority of the relevant SD.	Rule	DLM	CS
<b>5.5</b>	<b>Show Homes</b>			
5.5.1	To ensure proper treatment of the Show Homes, the DLM is responsible for affecting the transfer of Show Homes into and out of the Show Home portfolio.	Rule	DLM	CS
<b>5.6</b>	<b>Conflict of Interest</b>			
5.6.1	To avoid potential conflict of interest, no legal work will be undertaken for any employee of Taylor Wimpey.	Rule	Regional Solicitor, DLM	CS
<b>5.7</b>	<b>Resident Management Companies</b>			
5.7.1	To avoid the statutory complexities of corporate management arrangements, no Resident Management Companies may be set up without approval from the CS and Co Sec. Third Party (embedded) Management Companies should be used as a matter of policy unless any planning agreement or consortium paperwork states otherwise.	Rule	DLM	CS

	<b>General Legal Guidance</b>	<b>Best Practice or Rule</b>	<b>Responsible</b>	<b>Accountable</b>
<b>5.8</b>	<b>Legal Proceedings</b>			
5.8.1	Legal proceedings, in relation to any matter associated with the sale of plots, may only be instigated or defended with the prior approval of the DRS or the CS.	Rule	BUMT	MD, CS, DRS

# Technical

## Design and Technical Preface

The Design and Technical departments cover urban design, architectural design and engineering of all disciplines. They seek to add value to the development process up to the granting of a planning consent through the design of cost effective, customer focused deliverable developments. Thereafter, they help control cost through the detailed design, procurement and production phases, finally assisting with the close out of sites, assisting in tasks such as conveyancing and discharge of legal obligations. Design must be seen as a multidisciplinary process involving the whole team, the key role of the designer being to balance the requirements of all the other stakeholders and the constraints of the site. All of the Design and Technical Processes must take account of the continuous community and stakeholder engagement process.

Section 1	Health, Safety and Environment	Best Practice or Rule	Responsible	Accountable
<b>1.1</b>	<b>Compliance</b>			
1.1.1	Every design decision has a health and safety implication. To ensure the health and safety of our employees, contractors and the public, Taylor Wimpey must comply fully with our CDM obligations, comply with Taylor Wimpey HSE Policy and Procedures.	Rule	TD	MD
1.1.2	New, innovative or untried construction techniques, products or materials can have a considerable HSE implication through their installation, operation or ongoing maintenance. Before use, any new technique, product or material must be: <ul style="list-style-type: none"> <li>considered by either the Supply Chain R &amp; D Group or the HSE Interface Group who will determine the necessary trials for evaluation</li> <li>subjected to the TW Design Risk Assessment Process which will identify the necessary controls required and the appropriate communication to technical, commercial, production or other relevant staff</li> <li>notified to the UKDD who will prioritise instructions and guidance through a communication plan in line with the TW Design Risk Assessment Process</li> </ul> Where a "one off" use of a new technique, product or material for a specific project is proposed, a completed Design Risk Assessment must be sent to the UKDD and DC for approval, with prior MD approval. The controls identified by the risk assessment and the subsequent communication plan must be in place before the technique, product or material is used, other than in the case of a controlled trial through the Supply Chain R & D Group or the HSE Interface Group.	Rule	TD	MD
1.1.3	The use of extended gas flues in all new build properties is prohibited. For the avoidance of doubt an extended gas flue is a gas flue that has been increased in length beyond the length to pass through a standard cavity wall immediately adjacent to the boiler. The prohibited flues may be horizontal or vertical and will include ANY flue that passes through a concealed void and or a roof space.	Rule	TD	MD
<b>1.2</b>	<b>Concept Meeting</b>			
1.2.1	To ensure adequate consideration has been given to the HSE aspects relating to site design / house type / layout, etc., the TD, in consultation with the RHSEA, must ensure that the key CDM issues are discussed at the Concept meeting.	Rule	TD	MD
<b>1.3</b>	<b>Design Risk Assessment</b>			
1.3.1	As part of the design process, the DM must ensure that a Design Risk Assessment has been carried out and that the relevant information relating to remaining significant hazards / risks are included within the Pre-construction information, and must consult with the TD and RHSEA. Please refer to the Taylor Wimpey CDM / EMS procedures.	Rule	DM	TD



	<b>Health, Safety and Environment</b>	<b>Best Practice or Rule</b>	<b>Responsible</b>	<b>Accountable</b>
<b>1.4</b>	<b>CDM Principle Designer</b>			
1.4.1	To ensure adequate management of the CDM aspects of a site the TD, in consultation with the RHSEA, is to act as internal CDM Principle Designer and be responsible for the adoption and implementation of the Taylor Wimpey CDM / EMS procedures.	Rule	TD	MD
1.4.2	To enable all contractors (including Principal Contractors) to be adequately informed regarding the significant HSE aspects relating to a site, the CDM Principle Designer must ensure that the necessary Pre-construction Information (Folder 1), including a Site Specific Environmental Action Plan, is prepared and issued to CD prior to the tendering stage. Please refer to the Taylor Wimpey CDM / EMS procedures.	Rule	TD	MD
<b>1.5</b>	<b>External CDM Principle Designer</b>			
1.5.1	On complex, large projects there may be an appointment of an external CDM Principle Designer. In this case the TD / TM (as internal CDM Principle Designer) must ensure that all Taylor Wimpey CDM / EMS requirements are met through the work of the external CDM Principle Designer in consultation with RHSEA.	Rule	TD	MD
<b>Section 2</b>	<b>Value Management</b>	<b>Best Practice or Rule</b>	<b>Responsible</b>	<b>Accountable</b>
<b>2.1</b>	<b>Value Management Strategy</b>			
2.1.1	Every design decision has a cost and value implication. Therefore all projects should have a clear value management strategy to maximise value and manage cost at every design stage. The strategy must identify key programme stages where the BUMT Stop / Review / Value. The strategy should accord with the gateways and recommendations.	Rule	DM	TD
<b>Section 3</b>	<b>Project Management</b>	<b>Best Practice or Rule</b>	<b>Responsible</b>	<b>Accountable</b>
<b>3.1</b>	<b>Detailed Design Programme</b>			
3.1.1	To manage the influence of the design work, a detailed design programme should be established at inception, in consultation with CD, PD & FD and updated throughout the project until the discharge of all liabilities and obligations. The programme should allow sufficient and sensible time for all design and value engineering decisions and activities. Where external consultants are used they must be fully integrated into this process. Please refer to 'Our approach to placemaking'.	Rule	DM	TD
3.1.2	It is the responsibility of the TD to ensure that Sales, Commercial, Production and the SiteM are immediately informed of any design changes that are either issued from the UKDD or BU Technical Department.	Rule	DM	TD
<b>3.2</b>	<b>LAMP</b>			
3.2.1	LAMP is a technical project management process that incorporates cost and quality control elements throughout the project life cycle, from pre-acquisition to completion. It identifies and manages risks associated with the land and its context, generating a list of all development constraints. It provides management tools and information to control environmental issues, including the appointment of consultants and contractors. LAMP does not cover design above DPC (damp proof course) level.	Rule	DM	TD
<b>3.3</b>	<b>ReUSE</b>			
3.3.1	ReUSE is a programme to share soil and recycled aggregate within a BU and between BUs. The main aim is cost saving. It also normalises legal compliance and has a data capture element. Please see the ReUSE manual on the ReUSE website.	Best Practice	TD, CD, PD	MD

<b>Section 4</b>	<b>Staff Competencies, Skills and Training</b>	<b>Best Practice or Rule</b>	<b>Responsible</b>	<b>Accountable</b>
<b>4.1</b>	<b>Requisite Skills</b>			
4.1.1	Whether Taylor Wimpey carry out design in-house or externally (urban design, architecture or engineering), our employees need to have the appropriate skills to carry out their roles and this should be considered during recruitment. For the design and technical functions please refer to Technical Functional Skills and Competencies Matrix.  When using external consultants each BU not only has to ensure it has the requisite skills, but it is also competent and capable to appoint and manage them.	Rule	TD	MD
<b>Section 5</b>	<b>Appointment of Consultants: Urban Designers, Architects, Engineers, Planners and Others.</b>	<b>Best Practice or Rule</b>	<b>Responsible</b>	<b>Accountable</b>
<b>5.1</b>	<b>Appointment</b>			
5.1.1	To ensure consistency and quality of service and also to demonstrate our compliance with our CDM obligations, all designs done externally must be undertaken by consultants meeting the required criteria for approved consultants. Please refer to Criteria and Guidance Documents.	Rule	DM	TD
5.1.2	To ensure the most favourable commercial terms, all design consultant appointments must be made in accordance with the consultant appointment guidance and use the standard agreement documents, in consultation with CD. The consultant spend must be monitored and tracked against the LPE / fee structure, and should be accord by the BU authorisation levels for the consultant spend.	Rule	DM	TD
<b>5.2</b>	<b>Briefing</b>			
5.2.1	To ensure that the consultants are properly briefed, all design consultant appointments should be accompanied by a written brief with input from CD, SD & PD. Please refer to 'Our approach to planning' and 'Our approach to placemaking' for guidance.	Rule	DM	TD
5.2.2	On more complex projects where a full design team is appointed (architect, structural engineer, M&E engineer etc), to ensure completeness and accuracy of the design, and to mitigate risk to Taylor Wimpey, one of the consultants must be appointed as the "lead consultant" with responsibilities fully described in the consultant agreement and brief.	Rule	TD	MD
<b>Section 6</b>	<b>Site Layout Design</b>	<b>Best Practice or Rule</b>	<b>Responsible</b>	<b>Accountable</b>
<b>6.1</b>	<b>Constraints Plan</b>			
6.1.1	To ensure that all material considerations are taken into account when designing the layout, a constraint and opportunities plan must be prepared before design work starts. Please refer to the Engineering Best Practice section one and "Our approach to placemaking" for guidance.	Rule	DM	TD
<b>6.2</b>	<b>Layout Design</b>			
6.2.1	To ensure all disciplines' requirements and inputs are considered at the outset, layout design must be a cross-disciplinary exercise commencing at an early stage. The site concept meeting is a key point for getting cross-disciplinary agreement on the approach to the layout design. From this point the design process must continue to involve the whole BUMT, both to set the detailed brief and ensure its translation into the completed design through regular design reviews. Where external consultants are used they must be fully integrated into this multidisciplinary process.	Rule	DM	TD
6.2.2	To ensure the best result in creating places for our customers layout design must be done with reference to "Our approach to placemaking".	Rule	DM	TD

	Site Layout Design	Best Practice or Rule	Responsible	Accountable
<b>6.3</b>	<b>Plotting Efficiency</b>			
6.3.1	To ensure the proper consideration of the site, the Taylor Wimpey Plotting Efficiency Tool must be used, along with judgement and consultation with the SD, LD & CD to evaluate all schemes and inform the design process. BU specific templates will be provided by Commercial.	Rule	DM	LD
<b>Section 7</b>	<b>House and Apartment Design</b>	<b>Best Practice or Rule</b>	<b>Responsible</b>	<b>Accountable</b>
<b>7.1</b>	<b>Standard House Types and Apartment Templates</b>			
7.1.1	To control cost, maintain design quality, make best use of procurement power, and deliver build efficiency, standard house types and apartment templates must be used. Only in exceptional cases will alteration of the standard product or introduction of bespoke product be allowed. Approval from the MD and DMD is required prior to design.	Rule	DM	TD
<b>7.2</b>	<b>Approval of Bespoke Designs</b>			
7.2.1	To ensure consistency of product and quality, the use of bespoke house and apartment plans must be approved by the DMD and BUMT as detailed in clause 8.1.3.	Rule	BUMT	TD, DMD
<b>7.3</b>	<b>Third Party House Designs</b>			
7.3.1	To mitigate risk when buying a site with detailed planning permission, plot substitutions should be carried out if at all possible. If this is not the case then approval must be sought from MD & DMD as part of the LPE approval.	Rule	TD	MD, DMD
<b>Section 8</b>	<b>Planning Applications</b>	<b>Best Practice or Rule</b>	<b>Responsible</b>	<b>Accountable</b>
<b>8.1</b>	<b>Application Strategy</b>			
8.1.1	To ensure a successful and efficient management of the application, the BUMT must approve both a planning and community & stakeholder engagement strategy prior to commencement of design work and preparation of any applications updated as appropriate.	Rule	TD	MD
8.1.2	With regards to any LPE that envisages an appeal, the LD should consult UKL&PD pre-purchase and pre-appointment of consultants.	Rule	LD	MD
8.1.3	To ensure we have maximised value from a site, the layout drawing, its associated financial performance and viability must be signed off by the BUMT and the DMD prior to the planning application submission. An electronic copy of the final layout and accommodation drawing should be sent to the UKDD.	Rule	BUMT	MD, DMD
8.1.4	To ensure quality and consistency of our planning applications, and to safeguard our position in the event of an appeal being needed, the design process, consultation and application documentation production should be used in accordance with the 'Our approach...' suite of documents.	Rule	TD	TD
<b>8.2</b>	<b>Meetings</b>			
8.2.1	To ensure Taylor Wimpey interest is properly represented, all meetings must be attended by a BU representative, appropriate for the circumstances whether the project is being managed externally or not. All meetings must be minuted and a copy of the minute put on file.	Rule	TD	TD
<b>8.3</b>	<b>Changes</b>			
8.3.1	All significant or material changes during the planning process should be reviewed and signed off by the BUMT and DMD.	Rule	DM	BUMT, DMD
<b>8.4</b>	<b>Appeals</b>			
8.4.1	All appeals are to be approved by the DC in consultation with UKL&PD, the DMD and the CS prior to submission. Appointment of counsel to be approved by UKL&PD and CS.	Rule	TD	MD

	Planning Applications	Best Practice or Rule	Responsible	Accountable
8.4.2	After submission of an appeal any planning applications or other actions expected to have an impact on the appeal must be approved by the DC in consultation with the UKL&PD.	Best Practice	TD	MD
Section 9	Detailed Design	Best Practice or Rule	Responsible	Accountable
9.1	Specification			
9.1.1	To control cost, maintain design quality, make best use of procurement power, and deliver build efficiency and compliance with HSE requirements: The BUMT must ensure that the Taylor Wimpey standard construction specification and standard details are used on all sites, standard and bespoke. Only in exceptional cases will alteration of the standard specification be allowed. In this case approval from the DMD is required prior to design	Rule	TD	MD
9.2	Design Risk Assessment			
9.2.1	As part of the design process, the DM must ensure that a design risk assessment has been carried out and that the relevant information relating to remaining significant hazards / risks is agreed with PD and included within the Pre-construction Information. The CD must be made aware that a design risk assessment has been carried out.	Rule	DM	TD
9.3	Pre-construction Information folder			
9.3.1	To enable all contractors (including Principal Contractors) to be adequately informed regarding the significant HSE aspects relating to a project, the CDM Principle Designer must ensure that the necessary Pre-construction Information (Folder 1) including a Site Specific Environmental Action Plan is prepared in conjunction with PD and issued to Commercial prior to the tendering stage. Please refer to Taylor Wimpey CDM / EMS procedures.	Rule	TD	MD
9.4	Structural Engineering			
9.4.1	Where bespoke, conventional housing is proposed, the structural engineering design must be carried out by a competent, approved external engineer. Solutions should be in line with those in the standard specification and construction details and should accord with the relevant national procurement agreements.	Best Practice	DM	TD
9.4.2	Where bespoke schemes are of a more complex nature, e.g. medium/high rise or mixed use, the structural strategy should be justified by cost / value benefit, be fully reviewed to mitigate business risk, be designed by a competent external approved consultant and be signed off by the MD.	Rule	TD	MD
Section 10	Site Engineering and Utilities Design	Best Practice or Rule	Responsible	Accountable
10.1	Engineering Appraisal			
10.1.1	To ensure control of cost, and compliance with the requirements of statutory / regulatory authorities, an engineering appraisal must be carried out and a strategy set at project inception agreed with CD and PD. This must incorporate Taylor Wimpey Best Practice Design Guidance on Engineering Design. Where the project involves remediation work valued at more than £500k, the DS must be involved in agreeing the strategy.	Rule	DM	TD
10.1.2	To ensure all disciplines' requirements and inputs are considered at the outset, engineering design must be a cross disciplinary exercise. Where external consultants are used they must be fully integrated into this multidisciplinary process. The strategy should include all project phases through to completion of all our obligations.	Rule	TD	MD
10.1.3	To control risk to the business, the use of untried or unproven "state of the art" ground engineering technologies must be justified by cost / value benefit, be fully reviewed to mitigate business risk, be designed by a competent external approved consultant and be approved by the DMD and DS. The submission from the BU to the DMD must include an HSE assessment.	Rule	TD	MD, DMD, DS

	<b>Site Engineering and Utilities Design</b>	<b>Best Practice or Rule</b>	<b>Responsible</b>	<b>Accountable</b>
<b>10.2</b>	<b>Meetings</b>			
10.2.1	To ensure Taylor Wimpey interest is properly represented, all meetings must be attended by an appropriate BU representative, whether the project is being managed externally or not. All meetings must be minuted and a copy of the minute put on file.	Rule	TD	TD
<b>10.3</b>	<b>Bonds and Other Security</b>			
10.3.1	NHBC (or others), bank and surety bonds are a finite resource and must be resisted and kept to a minimum wherever possible. The process for entering into the various types of bond is detailed in the Finance Manual and must be followed at all times.	Rule	TD/FD	MD
10.3.2	To protect Taylor Wimpey's interests, a schedule of bonds is maintained through the bonds database. This should include bond trigger points, forecast bond requirements and a reduction plan for live bonds. The bond reduction plan should tie in with the BU management review and close out of adoptions. A separate list of all adoptions not currently closed out should be maintained. Consult with UKBM or FD for more information. The DMD must be made aware of the details of bonds.	Rule	TD, CD, AM	MD
10.3.3	An alternative to providing bonds is granting security over assets, for example in relation to deferred payments. However there are restrictions in our financial arrangements and thus security should only be granted in line with the current Granting Security Guidelines.	Rule	Regional Solicitor, LD	MD
<b>Section 11</b>	<b>Designing for Sustainability</b>	<b>Best Practice or Rule</b>	<b>Responsible</b>	<b>Accountable</b>
<b>11.1</b>	<b>Achieving Standards</b>			
11.1.1	The increasing requirement for sustainable design comes with increased risk to Taylor Wimpey in terms of commerciality, deliverability and reputation. It is key that where these requirements are made, the BUMT keeps to our agreed processes, including any guidance on achieving standards higher than building regulations as exist at that time.	Rule	TD	TD
<b>11.2</b>	<b>Code for Sustainable Homes</b>			
11.2.1	To reduce risk to Taylor Wimpey and to spread best practice in attaining the higher standards. Any schemes being designed to meet level 4 or above of the Code for Sustainable Homes must be notified to the UKDD. Any scheme being designed to level 4 of the Code for Sustainable Homes must have its design strategy to meet the code which must be discussed with the UKDD before commencing design. Any scheme to code level 5 or 6 must be approved by the DC, UKDD and UKL&PD before a site offer is made. These are in addition to normal BUMT and DMD sign offs.	Rule	TD	TD

# Apartments

Section 1	Philosophy	Best Practice or Rule	Responsible	Accountable										
1.1	<b>Policy</b>													
1.1.1	<p>The company believes there is a market for the sale of apartments, but recognises that the risks for this product type are greater than for other homes. Therefore on mainly apartment schemes we must ensure:</p> <ul style="list-style-type: none"> <li>• That a sufficient market exists for the volume being contemplated</li> <li>• That the design of such apartments is appropriate and efficient</li> <li>• That the build exposure is minimised by appropriate and efficient use of build breaks</li> <li>• That the sales risk is minimised by an appropriate level of advanced sales prior to commitment to build</li> </ul>	<p>Rule</p> <p>Rule</p> <p>Rule</p> <p>Rule</p>	<p>SD</p> <p>TD</p> <p>TD</p> <p>SD</p>	<p>MD</p> <p>MD</p> <p>MD</p> <p>MD</p>										
Section 2	Market Appraisal	Best Practice or Rule	Responsible	Accountable										
2.1	<b>Market Appraisal Considerations</b>													
2.1.1	<p>It is essential that a thorough market appraisal is undertaken prior to the site purchase, or site layout design, involving the use of external agents and consultation with the FD &amp; LPA. This must consider:</p> <ul style="list-style-type: none"> <li>• The existing supply of apartments in relation to demand</li> <li>• The future pipeline of supply through the planning system</li> <li>• Existing price levels and sensitivity to movement</li> <li>• The relationship to income and pricing</li> <li>• The investment yield that will be derived from average prices being achieved</li> <li>• Identification of the target market for these products</li> </ul>	Rule	SD	MD										
Section 3	Design (also see Design & Technical Section)	Best Practice or Rule	Responsible	Accountable										
3.1	<b>Minimise Risk on Costs</b>													
3.1.1	Wherever possible, TD should ensure that standard apartment templates are utilised and buildings should be designed around these templates.	Best Practice	TD	MD										
3.1.2	Surface parking is the preferred option for simplicity and cost effectiveness. Consult the SD, CD & PD during design.	Best Practice	TD	MD										
3.1.3	Elevational design should be traditional wherever possible. State of the art or high cost finishing materials should be avoided. Consult the SD, CD & PD during design.	Best Practice	TD	MD										
3.1.4	The purchase of bespoke designed schemes from third parties should generally be avoided. Consult the SD, CD & PD during design. DMD must approve all bespoke schemes.	Best Practice	LD	MD, DMD										
3.1.5	Only in exceptional circumstances should buildings exceed 5 floors. The DC must approve any exceptions.	Best Practice	TD	MD										
3.1.6	Preferred Apartment Sizes are:													
	<table border="1"> <thead> <tr> <th>Private Sale</th> <th>Partnership Housing</th> </tr> </thead> <tbody> <tr> <td>1 Bed - 400-450 sq.ft</td> <td>To minimum</td> </tr> <tr> <td>2 bed, 1 bath - 575-600 sq.ft.</td> <td>Band to allow for Space Stds</td> </tr> <tr> <td>2 bed, 2 bath - 650-700 sq.ft.</td> <td>Band to allow for Space Stds</td> </tr> <tr> <td>3 bed - Not advised</td> <td>Band to allow for Space Stds</td> </tr> </tbody> </table> <p>Consult the SD &amp; CD during design.</p>	Private Sale	Partnership Housing	1 Bed - 400-450 sq.ft	To minimum	2 bed, 1 bath - 575-600 sq.ft.	Band to allow for Space Stds	2 bed, 2 bath - 650-700 sq.ft.	Band to allow for Space Stds	3 bed - Not advised	Band to allow for Space Stds			
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3.1.7	If feasible, a separate access should be designed with the apartment block to accommodate affordable units.	Best Practice	TD	TD										

Section 4	Build	Best Practice or Rule	Responsible	Accountable
4.1.	<b>Method</b>			
4.1.1	The method of build, together with appropriate build breaks, should be incorporated into the design process and agreed between TD & PD. It is recommended that there should be a break at 12 units for suburban type schemes and at 24 units for town / city locations. All build releases will require authorisation by MD.	Rule	TD, PD	MD
4.2	<b>Site Manager Experience</b>			
4.2.1	Only SiteMs with appropriate previous experience are to manage apartment schemes comprising 4 floors and above, and exceeding 24 dwellings.	Rule	PD	PD
4.3	<b>Main Contractors (also see Commercial Section)</b>			
4.3.1	In most instances the BU will be constructing standard apartment buildings with an established cost base available pre acquisition, which is confirmed through the tender process prior to site start approval, prices for groundworks and superstructure should be obtained as a minimum as part of the site start budget submission.  Where buildings are of complex nature and it is proposed to use a Main Contractor, the preferred route would be via a JCT Design and Build Contract with Taylor Wimpey standard amendments. A robust cost plan will be required prior to acquisition, produced by either PQS or reliable contractor. A full D and B tender process will be carried out prior to site start budget submission.  Careful consideration should be given to competency when deciding on in-house build, or the main contractor route. The use of a main contractor must be approved by DMD.	Rule	CD	MD, DMD
Section 5	Sales	Best Practice or Rule	Responsible	Accountable
5.1	<b>Sales Lead</b>			
5.1.1	Due to the levels of investment committed at commencement of an apartment scheme, it is appropriate to establish a sales lead before starting build. The following guidelines should therefore be used. For apartment blocks up to 16 in number, approval to commence will be at the discretion of MD. For blocks between 16 and 40 units, a 25% sales lead will be required before commencement. Above 40 units will require a higher proportion of forward sold, the specific percentage will require agreement by MD.	Best Practice	SD	MD
5.1.2	In arriving at a decision to approve build commencement, the MD should fully consider the implications or the required sales lead having been achieved by a significant proportion of bulk sales or affordable units.	Rule	SD	MD
5.2	<b>Deposits</b>			
5.2.1	Where private sales are taken as part of the build lead, a minimum reservation deposit of 1% of price (non-refundable) is preferred. MD approval is required for exceptions and the FD should be informed.	Best Practice	SD	SD, MD
5.2.2	A deposit upon exchange of at least 10% for investors, and 5% for first time buyers. Investors are required to exchange contracts within 28 days of reservation. DMD approval is required for exceptions and the FD should be informed.	Best Practice	SD	SD, DMD
5.2.3	On bulk sales exceeding 24 dwellings, a further payment of deposit to 20% should be requested prior to commencement. DMD approval is required for bulk sales and exceptions to this deposit recommendation. DC is to be informed of all investor and bulk sales.	Best Practice	SD	SD, DMD

	<b>Sales</b>	<b>Best Practice or Rule</b>	<b>Responsible</b>	<b>Accountable</b>
<b>5.3</b>	<b>Investor Contracts</b>			
5.3.1	All contracts for investors will contain a provision that should the investor fail to complete on the date specified in the contract, Taylor Wimpey are entitled to serve notice making time of the essence and requiring completion within 24 hours. Failure to comply will entitle Taylor Wimpey to pursue the usual contractual remedies (rescission of the contract or seeking an order for Specific Performance).	Rule	SD	SD
<b>5.4</b>	<b>Show Apartment</b>			
5.4.1	To aid our sales lead for significant apartment schemes the establishment of a show apartment or “pod” should be available at the earliest opportunity.	Best Practice	PD	MD
<b>5.5</b>	<b>Apartment Management</b>			
5.5.1	To avoid the statutory complexities of corporate management arrangements, no Resident Management Companies may be set up without approval from the CS. Third Party (Embedded) Management Companies should be used as a matter of policy.	Rule	DLM	CS



# Commercial

Section 1	Land Acquisition	Best Practice or Rule	Responsible	Accountable
<b>1.1</b>	<b>Financial Appraisal</b>			
1.1.1	To ensure accurate cost data, a full COINS financial appraisal including cashflow will be prepared for inclusion in the LPE document. This is the basis for buying the site, and movements from this financial appraisal will be monitored throughout the life of the site. Following the approval of an LPE, by the appropriate signing authority (refer to BU Signing Authority Matrix), the process for managing the shelf life of an LPE is set out in Land and Planning Framework. This process applies equally to the proposed purchase / transfer of Strategic Land assets. The full Commercial content requirements for the LPE pack are as described in the Commercial Manual.	Rule	CD, SLRD	MD
<b>1.2</b>	<b>Viability Assumptions</b>			
1.2.1	It is imperative that value is maximised throughout all stages of the site design and build process. In order to maximise value, the site viability assumptions must be challenged and continually value-engineered throughout the life cycle of the site and compared with the original LPE and latest DMD approved PLA. The VIM tracker and risk and opportunities register must be set up for a site at the point of LPE approval or PLA, whichever is sooner.	Rule	BUMT	MD
<b>1.3</b>	<b>Fee Expenditure</b>			
1.3.1	When preparing an offer for a land opportunity, the LD, with input from the TD, will agree with the MD a pre-acquisition fee schedule. If the expenditure, prior to legal completion, is likely to exceed £150k, this will require prior approval by the DMD, and be monitored as part of the monthly WIP commitments. Post-acquisition fee expenditure must be approved as part of the quarterly WIP commitment and monitored in the monthly P&L meeting.	Rule	LD, TD, CD	MD, DMD
<b>1.4</b>	<b>Land Offers</b>			
1.4.1	To ensure a consistent and competitive cost base, land offers will be made on a current cost basis except where cost impacts are known, for example: <ul style="list-style-type: none"> <li>• If cost increases are due e.g. agreed annual labour increases, revised supply chain deals, aggregate tax increases etc</li> <li>• Contracted payments that are linked to an agreed timescale and indexation e.g. S106 / S75 payments</li> <li>• Regulatory requirements</li> </ul>	Rule	CD	MD
<b>1.5</b>	<b>Risk and Opportunities Register</b>			
1.5.1	To improve the understanding of the viability's design and cost assumptions, a detailed risk and opportunities register must be included within the LPE. The register will identify any risks or opportunities that exist on the site and the CD will quantify and record their value. This information is to be used when considering opportunities to value engineer the site.	Rule	CD, TD	MD
<b>1.6</b>	<b>Cost Estimating</b>			
1.6.1	To improve the effectiveness of cost estimates, supporting quotations and / or independent cost advice must be sought to support detailed cost estimates for abnormal works in excess of £100K, where reliable cost information does not exist within the BU.	Rule	CD	MD
1.6.2	The build cost library within COINS must be updated with BU standard cost information at least quarterly.	Rule	CD	MD

	Land Acquisition	Best Practice or Rule	Responsible	Accountable
<b>1.7</b>	<b>Construction Cost Allocations</b>			
1.7.1	<p>Costs must be allocated in accordance with “Construction Cost Heading” section of the Commercial Manual. This is in order to achieve transparency and consistency in our LPE cost plans, Site Budgets, CVRs, “VIM” meetings, benchmarking exercises and Completed Site Reviews.</p> <p>Costs will be allocated to 7 key headings:</p> <ul style="list-style-type: none"> <li>• Dwelling structures</li> <li>• Local siteworks</li> <li>• Main siteworks</li> <li>• Site abnormalities</li> <li>• Site supervision</li> <li>• Site overheads</li> <li>• Fees</li> </ul> <p>Should a query arise in terms of what heading a cost must be allocated to, confirmation must be sought from the DMDC.</p>	Rule	CD	MD
<b>1.8</b>	<b>Cost Apportionment</b>			
1.8.1	<p>When evaluating a land opportunity, or using a plotting efficiency tool to assess the performance of a house type, costs will be apportioned using the notional plot methodology, to ensure that we have a fair, equitable and consistent distribution of costs. This ensures that the performance and efficiency of individual house types is visible and measurable, i.e.</p> <ul style="list-style-type: none"> <li>• Dwelling structures - house type specific</li> <li>• Local siteworks - notional plot area</li> <li>• Main siteworks - notional plot area</li> <li>• Abnormals - notional plot area</li> <li>• Site supervision - ft.<sup>2</sup></li> <li>• Site overheads - ft.<sup>2</sup></li> <li>• Fees – ft.<sup>2</sup></li> <li>• Land - notional plot area</li> </ul> <p>This information will be included in the LPE (House by Ft Super Report) prior to approval so true PD house type performance and PH impact is demonstrated. Please refer to the Commercial Manual for the definition of the terms related to cost distribution. The PD and PH elements must have separate statistical analysis of turnover and dwelling structure costs within the LPE appraisal with a total column consolidating both elements to provide an overview for the entire scope (COINS appraisal summary report). Any deviation from standard apportionment methodology should be referred to the GFC for approval as required.</p>	Rule	CD	MD
<b>Section 2</b>	<b>LPE Tracking</b>	<b>Best Practice or Rule</b>	<b>Responsible</b>	<b>Accountable</b>
<b>2.1</b>	<b>Monitoring Variances</b>			
2.1.1	<p>The BU must track the financial performance of the LPE, especially where changes occur, from LPE approval to Site Budget, at all appropriate intervals but as a minimum quarterly. All elements of the site appraisal must be challenged and updated to reflect the latest views on cost, revenue, planning, mix and value engineering. Scope change, planning requirements, quotes received, orders placed and costs incurred must be reconciled against the original LPE. Any variances identified, prior to the completion of the Site Budget, must be reflected immediately in the current forecast.</p>	Rule	CD	MD

Section 3	Site Budget	Best Practice or Rule	Responsible	Accountable
3.1	Preparing a Site Budget			
3.1.1	<p>Prior to the initial sales release or commencement of any construction works on new sites (or phases of a site), a Site Budget for the entire scope must be prepared and approved by the DMD.</p> <p>It is expected that the financial returns should, as a minimum, be comparable to the LPE. The budget will be based on up-to-date costs that are specific to the particular site / phase. Included in the budget will be the following:</p> <ul style="list-style-type: none"> <li>• A detailed forecast of sales revenues and sales rates</li> <li>• A cashflow that reflects the production and sales programmes</li> <li>• A detailed breakdown of all infrastructure/abnormal costs relating to the entire site compared to the approved LPE</li> <li>• When budgeting phased sites, a comparison must be made to the balance of site assumptions made when the previous phase was budgeted</li> <li>• A full reconciliation to the original LPE with reference to the latest forecast balance of site if phased (TW038 report)</li> <li>• A schedule of residential plots with the margin equalised with an initial cost allocation as per 1.8.1</li> </ul>	Rule	CD	MD, DMD
3.1.2	Where a site includes social housing, an updated tender/offer submission from a RSL will also need to be obtained.	Rule	CD	MD
3.1.3	The Site Budget must be approved by the DMD (including any qualifying re-plans), using the Site Budget check list, which can be found in the Commercial Manual and the COINS Site Budget pack which can be found on inHouse.	Rule	CD	MD, DMD
3.1.4	<p>Prior to the initial sales release or commencement of construction (whichever is earlier), approval to commit to the development must be given by the DC using the standard approval documentation which will include the Site Budget. Subsequent phases must also adhere to this approval process.</p> <p>Certain works are permissible prior to formal site start approval. These include demolition, utility payments, S278 works on non-infrastructure sites and limited remediation / earth works. Before placing of any orders for these works, an "Authority to Proceed" must be obtained from the DMD and DC.</p> <p>The prescribed document can be found appended to the Commercial Manual. All information requirements contained within the document must be completed in full to enable consideration to be given to proceeding with the works requested in advance of full site start approval. Direction on prerequisites and system requirements are contained in the Authority to Proceed documentation.</p>	Rule	CD	MD, DMD, DC
3.1.5	<p>Where commencement of any of the works or sales is required prior to the completion of the Site Budget, prior dispensation must be obtained from the DMD and DC e.g. onsite roads, sewers, foundations etc. or off plan sales.</p> <p>Authorisation for dispensation must be accompanied by the "Authority to Proceed" documentation. The prescribed document can be found appended to the Commercial Manual. All information requirements contained within the document must be completed in full to enable consideration to be given to proceeding with the works requested, in advance of full site start approval. Direction on prerequisites and system requirements are contained in the Authority to Proceed documentation.</p>	Rule	CD	MD, DMD, DC

	Site Budget	Best Practice or Rule	Responsible	Accountable
3.1.6	A revised Site Budget is required when a re-plan has been carried out such as: change of scope / plot substitutions. A revised Site Budget is not required if the re-plan consists of 12 or less like-for-like units with no change to overall scope. Changes in tenure to PD / PH will not require a revised Site Budget. However an accounting adjustment may be required if an unacceptable disparity in profitability occurs across the plots. In this instance guidance must be sought from the GFC. Recoveries and excesses/savings expensed will be frozen but residual identified excesses/savings will be included in the new Site Budget. Any re-plan requires a new PLA to be approved by the MD. Where a re-plan results in an adverse variance in margin or ROCE, approval is required from the DMD.	Rule	CD	MD/DMD
Section 4	Site Start	Best Practice or Rule	Responsible	Accountable
4.1	Placing Orders			
4.1.1	<p>Prior to the commencement of the site, major orders such as demolition, remediation, infrastructure and ground works as a minimum, may be created. However, site start approval must be obtained before orders are formally issued to contractors / suppliers unless Authority to Proceed has been granted for works prior to site start approval, in which case those specific orders can be released.</p> <p>Subcontractors are not permitted to start on site without a formal contract / official order in place. No contract should be let unless based on working/tender drawings and specification. Under exceptional circumstances, a dispensation can be sought from the DMD. This must include all relevant health and safety documentation as per the HSE Section.</p>	Rule	CD	MD
4.1.2	Variations / additions to contract are to be agreed between the Site Manager and Commercial Manager / Surveyor with the PD and CD to be informed prior to work commencing. Variations / additions are to be reviewed as part of the monthly P&L meeting and signed by the CD and PD. All sign-offs must be in line with delegated authority matrix.	Rule	CD	MD
4.1.3	Dayworks (E/O works to the contract that are chargeable on an hourly basis and cannot be fully costed prior to the works being carried out) must be price agreed with Commercial within 48 hours of the works being instructed by SiteM. The QS and Site Manager can agree works up to a value of £500. Agreed costs over this amount must be approved by Commercial and Production Managers with the CD and PD informed. In any event, a full reconciliation of all monthly dayworks must be presented to the P&L meeting for review and ultimately signed off by the CD and PD.	Rule	CD	MD
4.2	Tender Selections			
4.2.1	Tenders must be selected from a minimum of three subcontractors, who meet all relevant Taylor Wimpey requirements and are able to undertake the works. Orders for professional services are subject to the same disciplines as materials or labour procurement. If this is not possible or commercially sensible the reasons should be annotated on the tender documentation.	Rule	CD/TD/LD	MD
4.3	Main Contractors			
4.3.1	If a complex building design necessitates the use of a main contractor, then the JCT Design & Build Contract with TW amendments is the preferred method of appointment. Any variation from this requires the approval of the DMD and CS.	Rule	CD	MD, CS, DMD

	Site Start	Best Practice or Rule	Responsible	Accountable
4.3.2	<p>Any proposed changes to the JCT Amendments that the BU may wish to make or agree with the contractor should follow the process below:</p> <ol style="list-style-type: none"> <li>1) Standard JCT Amendments issued to contractor</li> <li>2) Any amendments/negotiations undertaken with contractor and TW's legal advisor</li> <li>3) TW's legal advisor to provide final written confirmation to GLD that the amendments proposed are acceptable</li> <li>4) Attach GLD's acceptance to the AEC Form for the relevant level of authority for signing.</li> </ol>	Rule	CD	MD
Section 5	Multiple Phase Site Budgets	Best Practice or Rule	Responsible	Accountable
5.1	Phasing Site Budgets			
5.1.1	<p>Phasing of sites will only take place when full detailed planning consent does not exist or is not expected to be implemented for the entire scope of the site or if there is a split between residential and commercial build. The Site Budget will be based on the total scope to which the detailed consent applies. Should the CD wish to vary the phasing strategy, a dispensation from the GFC must be sought. All aspects of the Site Budget will be prepared in accordance with Section 3.1.</p> <p>Accompanying the Phase 1 Site Budget, will be a financial appraisal for any remaining phase(s) of the site (COINS TW0038 report) which will reflect the planning assumptions made in either the original LPE or the latest assumptions for the balance of site, plus any other factors that may affect the viability of the site.</p> <p>As the site progresses and the requisite detailed consents are obtained, the above methodology will be repeated, to ensure that a full reconciliation to the LPE is maintained and site start procedures for new phases, as outlined in 3.1, are fully complied with.</p>	Rule	FD, CD	MD
5.1.2	<p>As each phase obtains its detailed planning consent, the Site Budget and the balance of the site projection must be prepared in accordance with the criteria set out in the Commercial Manual and to ensure that the margins going forward are equalised at the same percentage.</p>	Rule	FD, CD	MD
5.1.3	<p>An infrastructure Site Budget must be produced and approved by the DMD using the apportionment rules defined in the Commercial Manual. Where infrastructure works are required to commence prior to the first phase Site Budget being produced then please follow the procedure detailed in "Consortium Agreements" section 12.1.2.</p>	Rule	CD	MD
5.2.	Land Disposals			
5.2.1	<p>Where land disposals are planned, the land / infrastructure costs to be recovered must be verified by a detailed appraisal to ensure that Taylor Wimpey margins are not threatened by a possible under-recovery.</p>	Rule	FD, CD	MD
Section 6	Cost Valuation Reports (CVRs)	Best Practice or Rule	Responsible	Accountable
6.1	Methodology			
6.1.1	<p>All active sites will be valued at least once every three months, in a sequence considered appropriate by the BUMT and in line with the requirements set out in the Commercial Manual. The purpose of the CVR is to update the total projected site cost and to reconcile any movements to both the Site Budget and previous month's projected final costs. The Commercial team must value the progress on every plot under construction and the progress of all site work. This progress must be agreed and signed off by the SiteM.</p>	Rule	CD	MD
6.1.2	<p>A material stock take should also take place in conjunction with the CVR process with the SiteM signing off the stock sheet.</p>	Rule	CD	MD

	<b>Cost Valuation Reports (CVRs)</b>	<b>Best Practice or Rule</b>	<b>Responsible</b>	<b>Accountable</b>
6.1.3	The adequacy of the cost to complete provisions can only be properly tested with input from Production, Technical and Finance departments. As a minimum, information must be provided to cover site resources, programme durations, fee trackers and planning gain obligation. Cost to complete allowances in the current budget must be kept up to date at all times.	Rule	TD, PD, FD	CD
6.1.4	The Commercial team must also take responsibility for summarising <u>ONLY</u> all consultant fee schedules. Order values, actual and projection and other fees, section fees, indexation etc. must be maintained by the Technical department-who have the responsibility for maintaining the fee schedules. The Commercial team must then complete the cost / value reconciliation and update the cost to complete using the summaries provided by the Technical Department.	Rule	CD, TD	MD
<b>6.2</b>	<b>CVR Review Process</b>			
6.2.1	In order to challenge the validity of all site valuations, once every six months each site must be reviewed by an alternate member of the Commercial Team following the process detailed in the Commercial Manual. Departure from this process will require DMD and DC approval.	Rule	CD	MD, DMD, DC
<b>6.3</b>	<b>Project Meetings</b>			
6.3.1	For effective communication between departments, a project meeting for current live sites, including representatives from all disciplines, should be held on a monthly basis at which time the latest CVR / Risks and Opportunities register should be discussed, including technical, production and subcontractor / supplier performance. If a meeting for a particular site is not deemed necessary, this must be documented.	Rule	PD, CD, TD, SD	MD
6.3.2	For all sites which are LPE approved, a monthly project meeting must be held with representatives from all disciplines. The purpose of the meeting is to ensure all aspects of the proposed development are effectively communicated. The meeting must encompass VIM opportunities, technical, sales and production criteria and all pre-tender considerations including the use of Procurement Schedules. The Procurement Schedule pro-forma can be found as an appendix to the Commercial Manual. Once the site becomes live, please refer to 6.3.1.	Rule	PD, CD, TD, SD, LD, FD	MD
<b>Section 7</b>	<b>Monthly Profit &amp; Loss Meeting</b>	<b>Best Practice or Rule</b>	<b>Responsible</b>	<b>Accountable</b>
<b>7.1</b>	<b>Purpose</b>			
7.1.1	The purpose of the monthly P&L meeting is to review any post-site budget excesses and savings and any financial changes to pre-site budget sites. It must also include a detailed review of total costs to date on pre-site budget sites. Any movement in total development costs, inflation and other issues, on all live sites must be discussed at the monthly P&L meeting. This must also include any VIM opportunities and risks on live developments.  The review meeting is attended by the MD, members of the BUMT as appropriate, the surveyors responsible for preparation of the CVR / cost to complete, plus any other relevant personnel. All variances must then be reported at the month end, as cost excesses or savings and should be treated according to the rules set out in the Finance Manual. Journal transfers, negative accruals / negative CTC, day works and disputed liabilities will be presented, minuted and signed off. Please refer to the standard P&L Meeting Agenda for the mandatory and non-mandatory requirements of the meeting.	Rule	CD, FD, PD, SD, TD, LD	MD

	Monthly Profit & Loss Meeting	Best Practice or Rule	Responsible	Accountable
<b>7.2</b>	<b>Treatment of Cost Variances</b>			
7.2.1	<p>Excesses and savings are variances identified against the costs included in the Site Budget.</p> <p>Excesses (arising from both CVRs and cost to complete exercises) must be spread over the PD and PH legal completions of the site.</p> <p>In general, the spreading of excesses should start from first completion occurring in the year the excess is identified and be equally allocated from that completion to the final forecast completion on that site. Irrespective of when in the financial year the excess is identified, the recognition of the excess must be retrospectively applied back to the start of the year. This will result in catch up charges being recorded where excesses are identified. These catch up charges should be recognised fully in the month that the excess is identified.</p> <p>However, where a significant proportion of an identified excess relates to prior years, the GFD must be informed promptly. Subject to receiving confirmation from the GFD, the excess should be spread equally from the very first completion on the site to the final forecast completion on that site. This will result in excesses relating to prior years and prior periods within the same year being recognised fully in the month that the excess is identified.</p> <p>Savings (arising both from CVRs and cost to complete exercises) should be spread forward over the remaining legal completions of the current phase of a site and released to the profit and loss account as those legally completing.</p> <p>On re-planning excesses/savings should be rolled into the revised Site Budget for all units not legally completed. Any Excess/Saving remaining at this time should be reversed out of Identified Excesses/Savings.</p>	Rule	CD, FD	MD
<b>7.3</b>	<b>Margin Tracker</b>			
7.3.1	<p>The results of the latest CVRs must be reported using the CVR Executive Summary Report for VIM purposes. Post-LPE and pre-site budget developments must utilise the Margin Tracker Report. All developments that are LPE approved and live developments must maintain a risk and reward register.</p> <p>In order to achieve complete transparency, and to reconcile any cost movement with the original LPE, the Margin Tracker is formatted using the same cost headings:</p> <ul style="list-style-type: none"> <li>• Dwelling structures</li> <li>• Local siteworks</li> <li>• Main siteworks</li> <li>• Site abnormalities</li> <li>• Site supervision</li> <li>• Site overheads</li> <li>• Fees</li> <li>• Land</li> </ul> <p>In addition to the prime cost headings, the Margin Tracker will also measure and record Revenues and Direct Selling Expenses.</p> <p>The BU Margin Tracker must be completed monthly for all pre- and post- site budget developments for Board Meeting review.</p>	Rule	CD, FD	MD
<b>Section 8</b>	<b>Procurement</b>	<b>Best Practice or Rule</b>	<b>Responsible</b>	<b>Accountable</b>
<b>8.1</b>	<b>National Agreements</b>			
8.1.1	All national agreements must be authorised by the GMT. Those agreements which seek to maximise the economies of scale, must be supported by a recommendation document and implementation plan.	Rule	SCD	SCD
8.1.2	It is mandatory for BUs to comply with all National Agreements and approved supplier lists, DMD approval is required to vary this and SCD informed.	Rule	SCD, CD	MD, DMD
<b>8.2</b>	<b>National &amp; Regional Suppliers</b>			
8.2.1	To protect Taylor Wimpey's interest and ensure there is a consistent legal framework, all orders must use the latest set of Taylor Wimpey agreements. Any variance from the standard terms must be approved by CS and the DMD.	Rule	SCD, BUMT	SCD, CD, CS, DMD

	Procurement	Best Practice or Rule	Responsible	Accountable
<b>8.3</b>	<b>Performance Monitoring</b>			
8.3.1	Performance monitoring using Key Performance Indicators will be undertaken by the buyers in conjunction with national procurement, bi-annually. The exercise will review the Key Performance Indicators of key national suppliers and national subcontractors, to assess their performance, enable action plans for improvement to be drawn up where appropriate, and provide feedback to both suppliers and BUs.	Rule	SCD, BUMT	CD
8.3.2	A meeting must be convened with all BU suppliers and subcontractors collectively, twice yearly as a minimum, to inform on all relevant business issues including current developments, new site planning, HSE, customer care, and any other topics deemed necessary for the meeting. The meeting should be presented by the MD and all attended by the BUMT and any other relevant personnel.	Rule	CD	MD
<b>8.4</b>	<b>Tender Strategy</b>			
8.4.1	The CD must prepare the Site Specific Tender Strategy for discussion and agreement with the PD, SD and TD. The strategy will ensure that regardless of the total scope, orders are let for the next twelve months forecasted construction output or an appropriate period based on the market conditions. This is to ensure that Taylor Wimpey does not legally prevent itself from obtaining procurement or specification betterment throughout the course of the site.  The tender strategy must always seek to maximise value to the business. Each tender analysis must be compared to the LPE, latest forecasts. Dwelling Structure costs must be compared to the cost base used to derive the most up to date viability for the site. These costs should be representative of the BU current cost base and benchmarkable.	Rule	CD, PD, SD, TD	MD
<b>Section 8</b>	<b>Procurement</b>	<b>Best Practice or Rule</b>	<b>Responsible</b>	<b>Accountable</b>
<b>8.5</b>	<b>Payments</b>			
8.5.1	Payments to suppliers, consultants and subcontractors should be made in line with the rules set out in the Finance Manual, VAT Manual, group deal agreements and the specific tax requirements of self-billing.	Rule	CD/FD	MD
<b>8.6</b>	<b>Rebates</b>			
8.6.1	To maximise rebate value, the Commercial Department must comply with the rebate data collation timescales as advised by national procurement. The FD needs to be made aware of all rebate details for cash collection and reporting purposes.	Rule	CD	SCD
<b>Section 9</b>	<b>Spend Profile (WIP)</b>	<b>Best Practice or Rule</b>	<b>Responsible</b>	<b>Accountable</b>
<b>9.1</b>	<b>Preparation</b>			
9.1.1	A WIP Commitment profile (WIP) is to be prepared by the CD, for inclusion in budgets and projections. This will enable the monitoring of actual WIP Commitment against budget/projections. The document is to be approved by the FD and MD, and sent to the DMD for information only.	Rule	CD	MD
<b>9.2</b>	<b>Approval</b>			
9.2.1	The WIP approval document is to be reviewed by the FD, CD, PD, and MD and approved by the MD on a monthly basis. This document must highlight any discrepancies to the previous WIP approval and be compared back to the previous WIP approval obtained from the DMD and DC at budgets and projections. The document must also compare to actual spend from month 1 on a monthly and cumulative basis to month 12. WIP approval documentation can be found in the Commercial Manual. The WIP approval documentation should be sent to the DMD on a quarterly basis for information only.	Rule	CD	MD



	Spend Profile (WIP)	Best Practice or Rule	Responsible	Accountable
<b>9.3</b>	<b>Retentions</b>			
9.3.1	It is recommended that retentions are to be deducted from all labour and material subcontractors at the rate of 2.5% of their gross order value. This will be reduced down by 50% at the end of the contract or phase of works, with the final release, one year after the first release.	Best Practice	CM, CD	FD
9.3.2	It is recommended that where pool retention is implemented then the procedure outlined in the previous point does not apply.	Best Practice	CD	FD
<b>Section 10</b>	<b>Completed Sites</b>	<b>Best Practice or Rule</b>	<b>Responsible</b>	<b>Accountable</b>
<b>10.1</b>	<b>Completed Site Reviews</b>			
10.1.1	Within three months of the last Legal Completion, the final CVR Executive Summary must be tabled at the appropriate Board meeting. Each discipline must provide a review in terms of the performance of the site from LPE to completion. The discussion must be minuted as a permanent record.	Rule	CD, FD	MD
<b>10.2</b>	<b>Quarterly Completed Site Provision Reviews</b>			
10.2.1	To ensure adequacy of closed site provisions, a meeting must be held quarterly to review the list of currently held provisions. This must be attended as a minimum by the FD, CD, TD and MD.	Rule	CD, FD, TD	MD
<b>Section 11</b>	<b>Benchmarking</b>	<b>Best Practice or Rule</b>	<b>Responsible</b>	<b>Accountable</b>
<b>11.1</b>	<b>National &amp; Local Reviews</b>			
11.1.1	In order to continually drive down the cost base and to share best practice, local benchmarking is mandatory. This is the responsibility of the CD. Local reviews will be carried out quarterly. Local benchmarking should be referenced to national benchmarking information held within inQuire. These results must be discussed with the DMD.	Rule	CD	DMD
<b>Section 12</b>	<b>Consortium Agreements</b>	<b>Best Practice or Rule</b>	<b>Responsible</b>	<b>Accountable</b>
<b>12.1</b>	<b>Placing Orders</b>			
12.1.1	The obligations of the LD, when entering into Consortium Agreements, can be found in the Land & Planning Framework document. The CD must ensure that Taylor Wimpey's financial positions are protected within the agreement. Any financial commitment must be limited to the Taylor Wimpey share of the Consortium, therefore wherever possible, all infrastructure and shared orders must only be placed for Taylor Wimpey's share of the works. All WIP approvals and subcontract and supply orders must be in line with the previous rules for WIP and Procurement.	Rule	CD	MD
12.1.2	Where a BU is to incur a share of infrastructure costs on a site significantly in advance of normal site start the Infrastructure Site Budget must be provided for DMD approval. The infrastructure works must have a CVR carried out at the appropriate intervals and covered in the monthly P&L meetings. An approved Authority to Proceed will be required from the DC to commence these works if ahead of the phased Site Budget sign-off.	Rule	CD	MD, DMD, DC

Section 13	Staff Use of Suppliers and Subcontractors	Best Practice or Rule	Responsible	Accountable
13.1	Procedure and Conditions			
13.1.1	<p>Employees must follow the HR policy set out under "Staff use of Subcontractors and Suppliers". Employees wishing to benefit from preferential rates must be aware of the following conditions:</p> <ul style="list-style-type: none"> <li>• Any orders with suppliers / subcontractors must be made directly with the supplier / subcontractor and not via Taylor Wimpey</li> <li>• Employees are responsible for settling their own accounts with the supplier / subcontractor and must arrange for the supplier / subcontractor to invoice them directly and not through Taylor Wimpey</li> <li>• Suppliers / subcontractors are not obliged in any way to offer preferential rates to employees</li> </ul> <p>Taylor Wimpey cannot be held responsible should the suppliers / subcontractors withdraw preferential rates / offers at any time.</p>	Rule	BUMT	MD

# Production

We are a customer-centric and community-focused business and the delivery of excellence in both customer service and community engagement is the responsibility of all employees. The Customer Journey details a series of milestones and activities with particular responsibilities for Sales and Marketing, Production and Legal. These are key areas of customer-facing process and the relevant directors should ensure that their teams know and understand how to implement their responsibilities.

Section 1	Key Responsibilities - Production Director (HSE Co-ordinator):	Best Practice or Rule	Responsible	Accountable
1.1	<b>Production Directors' Responsibility</b>			
1.1.1	<p>It is the PD's responsibility to ensure that:</p> <ul style="list-style-type: none"> <li>• A Construction Phase HSE Plan has been suitably developed for all projects</li> <li>• Where Taylor Wimpey is the Principal Contractor, the contractor's HSE documents are reviewed for their suitability</li> <li>• Adequate initial arrangements are made for welfare, traffic management and security at site start</li> <li>• The ongoing implementation of Taylor Wimpey HSE standards during the construction phase is adhered to</li> <li>• The CSM is liaised with regarding the implementation of Customer Service HSE procedures</li> <li>• All sites have sufficient trained and competent site management personnel to ensure the effective management of all construction activities.</li> </ul>	Rule	PD	MD
Section 2	Pre-acquisition	Best Practice or Rule	Responsible	Accountable
2.1	<b>Development Plan</b>			
2.1.1	<p>It is important to formulate the strategy for developing a site at the earliest opportunity. To achieve this, a development plan will be produced by the PD in consultation with the BUMT no later than LPE stage. This must identify show area, compound location, build sequence and consider traffic management plans. This plan will be revisited at pre-concept stage and will continue to be reviewed and developed until site commencement. The development plan should include a route of build, with careful consideration given to street scene, infrastructure and the wider environment when houses are occupied by our customers. Construction activities and customer interface should be avoided wherever possible. The development plan should include an exit strategy for completion of the final houses, the showhome areas and the removal of the compound.</p>	Rule	PD	MD
2.2	<b>Site Prelims</b>			
2.2.1	<p>At LPE stage, site prelims, including an employee profile, will be produced by the PD. The site prelims and employee profile will be measured and approved at the Site Budget and approved by MD. These will be managed through the P&amp;L meetings and reviewed throughout the life of the project by the PD, CD, and MD.</p>	Rule	PD	PD
2.3	<b>Supervision Levels</b>			
2.3.1	<p>Every site should have sufficient trained and competent site management personnel. From our experience, normal construction activities and a normal build rate will require a SiteM and an Assistant to manage the site effectively. However, these supervision levels are guidelines only, and it is the responsibility of the PD and MD to assess each individual development.</p>	Best Practice	PD	PD
Section 3	Pre-start Phase	Best Practice or Rule	Responsible	Accountable
3.1	<b>Site start</b>			
3.1.1	<p>Prior to the initial sales release or commencement of construction (whichever is earlier), approval to commit to the development must be given by the DC using the standard approval documentation which will include the Site Budget. Subsequent phases must also adhere to this approval process.</p>	Rule	PD	MD

	Pre-start Phase	Best Practice or Rule	Responsible	Accountable
<b>3.2</b>	<b>Procurement</b>			
3.2.1	For Taylor Wimpey to obtain the best possible prices in subcontract and material procurement, a COINS build programme will be provided by the PD to the CD to cover the initial twelve months of production on a site or phase.	Rule	PD	PD
3.2.2	Where possible, it is the preferred practice to involve the SiteM before site start stage. The ideal time would be at pre-tender stage.	Best Practice	PD	MD
<b>3.3</b>	<b>Pre-start Meeting</b>			
3.3.1	It is vital that the SiteM is provided with the appropriate information to enable an informed start to be made on the site. To facilitate this, a pre-start meeting will be held, chaired by the MD and attended by both the BUMT and delegated departmental members including SiteM, RHSEA, DLM, SE & PM. Where works commence and the Principle Contractor is not Taylor Wimpey, then a further pre-start meeting should be held to ensure there is an effective handover when Taylor Wimpey assumes Principal Contractor responsibilities.	Rule	MD	MD
<b>3.4</b>	<b>Site Budget</b>			
3.4.1	The CD will be responsible for providing the SiteM, PD and PM with their site prelims budget prior to commencement. These budgets will be reviewed on a monthly basis through the life of the site at the P&L meeting.	Rule	CD	PD
<b>3.5</b>	<b>Mechanical Plant</b>			
3.5.1	The selection of mechanical plant and scaffolding used on site is the responsibility of the PD, in consultation with the CD, and must comply with the Taylor Wimpey Site HSE manual. Queries should be referred to RHSEA.	Rule	PD	PD
<b>3.6</b>	<b>Tower Cranes</b>			
3.6.1	The selection of tower cranes will be in accordance with the Taylor Wimpey Tower Crane Manual. CD must consult with PD and RHSEA to ensure that site requirements are met.	Rule	CD	CD
<b>Section 4</b>	<b>Key Site Requirements</b>	<b>Best Practice or Rule</b>	<b>Responsible</b>	<b>Accountable</b>
<b>4.1</b>	<b>Pre-start</b>			
4.1.1	To ensure that contractors (including external Principal Contractors) have made adequate arrangements for HSE prior to being engaged on any site works, the PD, with support from the RHSEA, must ensure that their site specific HSE documentation has been reviewed and deemed suitable and sufficient.	Rule	PD	PD
4.1.2	Before work commences, the PD, in conjunction with the RHSEA, is responsible for ensuring that a Construction Phase HSE Plan has been suitably developed. The plan must include: <ul style="list-style-type: none"> <li>• Current / Updated Taylor Wimpey Site HSE Manual</li> <li>• Taylor Wimpey Risk Assessments (STAC)</li> <li>• Site-Specific Environmental Action Plan</li> <li>• Site Waste Management Plan</li> </ul>	Rule	PD, RHSEA	MD
4.1.3	To ensure that the duties under CDM have been met as “client” the PD is responsible for reviewing, in conjunction with the RHSEA, the appointed Principal Contractor’s Site-Specific HSE Plan and confirming that it is suitable and sufficient.	Rule	PD, RHSEA	PD
<b>Section 5</b>	<b>Site Management and Supervision</b>	<b>Best Practice or Rule</b>	<b>Responsible</b>	<b>Accountable</b>
<b>5.1</b>	<b>Site Supervision</b>			
5.1.1	Where Taylor Wimpey is Principal Contractor on a “live” site, only a trained SiteM, (or assistant), must be on site at all times to ensure effective site supervision, co-ordination and implementation of the Taylor Wimpey Standards. Note: this includes weekend working. Please refer to the Taylor Wimpey Site HSE Manual.	Rule	PM	PD

	Site Management and Supervision	Best Practice or Rule	Responsible	Accountable
5.1.2	Where Taylor Wimpey is Principal Contractor and there are groundworks underway, these must be under the supervision of a Taylor Wimpey/SSSTS trained Groundworks Supervisor. The groundworks operations must be inspected by an independent HSE Advisor monthly (as a minimum) and a site report left with the Taylor Wimpey SiteM.	Rule	PD	MD
5.1.3	Where Taylor Wimpey is Principal Contractor and there are demolition works underway, these must be under the supervision of a SSSTS trained Demolition Supervisor.	Rule	PD	MD
<b>5.2</b>	<b>HSE Training Requirements</b>			
5.2.1	All Taylor Wimpey SiteMs and Assistant SiteMs must receive the minimum core HSE training before being left in charge of a "live" site . Please refer to Taylor Wimpey HSE Training Matrix <a href="#">[link]</a> .	Rule	PM	PD
<b>5.3</b>	<b>Agency Site Supervision</b>			
5.3.1	It is the preference of Taylor Wimpey to have a directly employed SiteM in charge of our sites. However, if there is no alternative to an agency manager, then: <ul style="list-style-type: none"> <li>• The use of the agency SiteM (or Assistant) must be approved by the MD</li> <li>• The agency SiteM (or Assistant) must receive Taylor Wimpey HSE Procedures training before being left in charge on site</li> </ul>	Rule	PD	MD
		Rule	PM	PD
<b>Section 6</b>	<b>First Aid Provision</b>	<b>Best Practice or Rule</b>	<b>Responsible</b>	<b>Accountable</b>
<b>6.1</b>	<b>First Aider</b>			
6.1.1	A minimum of one first aid trained person must be present on site at all times. Note: first aid training is mandatory for all Taylor Wimpey SiteMs (including Assistants).	Rule	PM	PD
<b>Section 7</b>	<b>Site Operations</b>	<b>Best Practice or Rule</b>	<b>Responsible</b>	<b>Accountable</b>
<b>7.1</b>	<b>Compounds and Welfare</b>			
7.1.1	Prior to establishing the compound, and during the completion of the site, a temporary set-up will be necessary, incorporating an "Oasis" type unit or suitable alternatives. This set-up must be agreed with the RHSEA, approved by the PD and procured by the CD to comply with Taylor Wimpey Site HSE manual.	Rule	PD	MD
7.1.2	To ensure that the key principles of segregation, traffic management and welfare are integrated, the Taylor Wimpey standard compound detail should be used for all new developments. Details should be agreed between PD & CD and are to be provided to the SiteM and SE.	Rule	PD	PD
7.1.3	Where the standard compound detail cannot be used, the bespoke compound must be reviewed and signed off by the RHSEA to ensure that the key principles of segregation, traffic management and welfare are integrated appropriately.	Rule	PD, RHSEA	PD
7.1.4	Suitable enabling welfare facilities (including drying room) must be available from the start of the site activities. The facilities must be suitable for the number of operatives on site and as a minimum consist of suitably sized and equipped "Oasis" type unit/s. Where necessary similar minimum provisions must be made at the end of site build.	Rule	PM	PD

	Site Operations	Best Practice or Rule	Responsible	Accountable
<b>7.2</b>	<b>Presentation</b>			
7.2.1	<p>We know that by careful consideration to the planning of our sites and by making them appealing to our customers as soon as possible, we can add value to our product offering. Typical areas to be considered are:</p> <ul style="list-style-type: none"> <li>• Accelerated build on show areas should be planned for, as a standard approach on any site</li> <li>• Early creation of a street scene. Careful consideration should be given as to whether this will add value to sales given the WIP that could be required</li> <li>• Early creation of open space areas, to potentially add value to sales, creating a welcoming environment</li> <li>• Installing main services, drainage, oversite, and driveways before superstructure activity on each release area</li> <li>• Accelerated build at the end of the site to make sure we minimise the inconvenience to customers.</li> <li>• Using temporary construction access (haul) roads where necessary to remove construction traffic from occupied areas.</li> </ul>	Best Practice	PD, SD	MD
<b>7.3</b>	<b>Waste Management</b>			
7.3.1	To comply with our obligations under current legislation and to drive waste cost reduction, the management of waste produced and removed from our sites must be in accordance with the Taylor Wimpey policy and procedures for Waste Management in consultation with the CD. Refer to the Taylor Wimpey HSE manual.	Rule	SiteM, PM	PD
7.3.2	The site must operate with a "Site Waste Management Plan" (SWMP) and a "Waste Management Matrix" detailing the waste removal contractors allocated to the site. Site layouts should be designed to accommodate waste segregation areas to help minimise waste.	Best Practice	PM	PD
<b>7.4</b>	<b>Sub Contract Management</b>			
7.4.1	<p>To manage our subcontract resource effectively, a trade specific programme, defining work required for the next two weeks, should be issued to subcontractors on a weekly basis by the SiteM and displayed in the site office.</p> <p>Site Managers should provide regular feedback on sub-contractor performance in accordance with Commercial procedures.</p>	Best Practice	SiteM, PM	PD
<b>7.5</b>	<b>Project Meetings</b>			
7.5.1	For effective communication between departments, a site project meeting should be held on a regular basis at which time the monthly valuation should be discussed, including technical, production and subcontractor / supplier performance.	Best Practice	PD	PD
<b>7.6</b>	<b>End of site</b>			
7.6.1	At end of site, the SiteM (or Assistant) should not leave a site until works are complete or there is an effective handover to other internal resources. This may include Customer Services or Technical for adoptions.	Rule	PD	PD
<b>Section 8</b>	<b>Site Inspections/Monitoring</b>	<b>Best Practice or Rule</b>	<b>Responsible</b>	<b>Accountable</b>
<b>8.1</b>	<b>Independent Site Inspection (HSE specific)</b>			
8.1.1	All live sites must receive a minimum of one independent site inspection per calendar month (via the appointed HSE support organisations) and a categorised site inspection report must be provided.	Rule	PD	MD
8.1.2	For more complex sites, or where additional support is required, a non-categorised development visit/s can be arranged through the RHSEA.	Best Practice	PM	PD
8.1.3	To ensure that decisive action is taken to improve matters identified within any inspection report, the SiteM & PM must regularly review all inspection reports for their sites.	Rule	PM	PD

	Site Inspections/Monitoring	Best Practice or Rule	Responsible	Accountable
<b>8.2</b>	<b>Consortium Sites</b>			
8.2.1	To ensure that the HSE implications of a consortium arrangement are adequately dealt with throughout the construction phase, reference must be made to the "Consortium Action Plan Checklist" to ensure that the necessary action is taken in conjunction with the nominated Lead Consortium Member and other developers involved. Please refer to the Taylor Wimpey CDM / EMS Procedures Manual.	Rule	PD	MD
<b>Section 9</b>	<b>Programme / Build Sales Monitoring</b>	<b>Best Practice or Rule</b>	<b>Responsible</b>	<b>Accountable</b>
<b>9.1</b>	<b>Programme</b>			
9.1.1	The PD is responsible for producing the build programme in COINS to meet the legal completion profile on each site as agreed by the BUMT and communicated to SE and SiteM. The PD will report on plot progress at the weekly build sales meeting to ensure that build progress continues to be aligned with BUMT forecasts.	Rule	PD	MD
<b>9.2</b>	<b>WIP Control</b>			
9.2.1	The control and monitoring of WIP commitment and spend is the responsibility of all members of the BUMT. The PD is responsible for production programming to meet the BUMT business forecasts. The CD establishes the production WIP element of the total forecast using these programmes. All WIP spend is authorised in advance by the MD on a monthly basis and the WIP documentation sent to the DMD on a quarterly basis for information only.	Rule	PD	MD
<b>9.3</b>	<b>Build Release</b>			
9.3.1	DC approval is required for all site starts (including new phases) see section 3.1. The MD approves all build releases. The PD is responsible for requesting build release stages and informing site to meet the BUMT forecast.	Rule	PD	MD
<b>Section 10</b>	<b>Quality Control</b>	<b>Best Practice or Rule</b>	<b>Responsible</b>	<b>Accountable</b>
	All members of the production team need to have an awareness of Taylor Wimpey's customer service expectations as detailed in the Customer Service Section.			
<b>10.1</b>	<b>Measurement of Performance</b>			
10.1.1	Our homes are constructed in accordance with NHBC standards. Our performance is measured by: <ul style="list-style-type: none"> <li>• Customer Satisfaction Surveys conducted by NHBC</li> <li>• NHBC 'Pride in the Job' Awards which annually recognise those sites that achieve excellence in build quality and management</li> </ul> Performance is reviewed by the BUMT, DMD and GMT.	Rule	PD	PD
<b>10.2</b>	<b>Inspections at Key Stages</b>			
10.2.1	BUMT site visits are seen as fundamental for continuous improvement in areas of performance, presentation, quality, health and safety, communication, feedback, recognition and accountability. <p>All members of the BUMT will visit an operational site at least once a quarter as a team. The MD, SD and PD will visit each site on a monthly basis as a minimum.</p>	Rule	BUMT	MD
10.2.2	Every home is inspected at key stages by the SiteM. A Production Checklist is used to record compliance with our required quality standards. <p>Compliance will be checked by PM and PD. The completed checklist will be retained in the customer service plot file.</p> <p>The NHBC Record Book records NHBC Key Stage inspections on site and this is retained with the customer service plot files on completion of a relevant phase or site.</p>	Rule	SiteM	PD

# Sales & Marketing

<b>Customer Service and Community Engagement</b>				
<p>We are a customer and community-focused business and the delivery of excellence in both customer service and community engagement is the responsibility of all employees. The Customer Journey details a series of milestones and activities with particular responsibilities for Sales and Marketing, Production and Legal. These are key areas of customer-facing process and the relevant directors should ensure that their teams know and understand how to implement their responsibilities. Please also see the Customer Services section of this document.</p>				
<b>Section 1</b>	<b>Sales Responsibilities for Land Purchase Exercises</b>	<b>Best Practice or Rule</b>	<b>Responsible</b>	<b>Accountable</b>
<b>1.1</b>	<b>Sales Report for the LPE</b>			
1.1.1	<p>LPEs must be prepared to ensure that maximum value is generated throughout the land purchase process. SD input and sign off is fundamental to all LPEs with specific consideration given to the following areas:</p> <ul style="list-style-type: none"> <li>• Customer profile and demographics</li> <li>• Community &amp; Engagement Strategy</li> <li>• Market research</li> <li>• Appropriate unit mix</li> <li>• Sales rates</li> <li>• Revenues</li> <li>• Show area location and composition</li> <li>• Site layout</li> <li>• Sequence of build</li> <li>• Marketing strategy for life cycle of site (temporary sales area to permanent, to close-out)</li> <li>• Signage strategy</li> <li>• Sales Direct Selling Expense budget for site</li> </ul> <p>The SD's report in the LPE must be prepared in accordance with the agreed format. When gathering information from competitors the Guidelines on Competition Law must be adhered to. The SD is responsible for all staff to be trained as appropriate.</p>	Rule	SD	MD
<b>1.2</b>	<b>Value Maximisation</b>			
1.2.1	The SD is responsible for ensuring that all of the areas listed above are reviewed consistently prior to sales launch to ensure value is maximised.	Rule	SD	MD
<b>Section 2</b>	<b>Marketing Plan for New Site Purchases</b>	<b>Best Practice or Rule</b>	<b>Responsible</b>	<b>Accountable</b>
<b>2.1</b>	<b>Marketing Plan</b>			
2.1.1	<p>To ensure that forecast revenues and sales rates are achieved, a detailed marketing plan with a clear sales strategy should be completed and reviewed on an ongoing basis prior to launch.</p> <p>This should set tasks and dates for completion leading up to a sales start on site.</p>	Best Practice	SD	MD
<b>Section 3</b>	<b>Direct Selling Expenses</b>	<b>Best Practice or Rule</b>	<b>Responsible</b>	<b>Accountable</b>
<b>3.1</b>	<b>Direct Selling Expense Budget</b>			
3.1.1	To ensure cost control and consistency of approach, the SD must prepare an annual Direct Selling Expense budget by site. This budget must be prepared in accordance with the agreed format, in consultation with the FD.	Rule	SD	MD
<b>3.2</b>	<b>Monitoring Actual Expenditure</b>			
3.2.2	Actual expenditure must be monitored on a monthly basis, in consultation with the FD, to ensure that the overall budgeted expenditure in relation to the latest approved forecast is minimised.	Rule	SD	MD



Section 4	Sales Rates & Revenue Management	Best Practice or Rule	Responsible	Accountable
Throughout the sales process, maximisation of price is key in line with achieving the required sales rate. There is a direct correlation between sales rate and price and increasing sales rates to an unrealistic forecast will erode value.				
<b>4.1</b>	<b>Sales Targets</b>			
4.1.1	<p>To ensure that BU latest forecast targets are met, the SD is responsible for setting specific sales rates for each outlet.</p> <p>Sales targets must be in place and communicated to all relevant sales employees within 1 week of the start of the period in question.</p> <p>Annual sales targets must be set for each site as part of the budgeting and forecasting process reviewed by the BUMT.</p> <p>Quarterly targets are used to communicate commission and bonus levels for sales employees.</p> <p>Monthly targets must be actively managed to ensure sales rates are achieved and revenues are maximised.</p>	Rule	SD	MD
<b>4.2</b>	<b>Monitoring Sales</b>			
4.2.1	<p>To ensure that BU latest forecast targets are met, sales targets must be monitored weekly on a site-specific basis.</p> <p>If the required sales rate is not being achieved, the SD must ensure that an action plan, to recover the shortfall, is implemented. The BUMT must be advised of sales progress.</p>	Rule	SM	SD
<b>4.3</b>	<b>Maximising Revenues</b>			
4.3.1	<p>The SD must take the actions below on a weekly basis to ensure the best possible price is achieved for every plot.</p> <p>Plots released for sale must be proposed by the SD and approved by the MD.</p> <p>Plot releases must take into account the build programme and maintain an appropriate mix of product on each site.</p> <p>Releases must include details of "Gross" and "Net" price - to ensure a suitable "dealing margin" is allowed for on each plot.</p> <p>The SD and MD must aim to maximise prices whilst maintaining a sales lead in accordance with the latest forecast.</p> <p>When dealing with cancellations, revenues must be reviewed by the SD, in consultation with the FD, and approved by the MD prior to re-release.</p>	Rule	SD	MD
<b>4.4</b>	<b>Launching New Sites</b>			
4.4.1	<p>Prior to the initial sales release or commencement on site or phase (which ever is earlier) approval to commit to the development must be given by the DC in accordance with the site start sign-off.</p> <p>When launching new sites, it is essential that careful consideration is given to the first sales releases. This is to ensure that, as a minimum, budget revenues are achieved and that prices are maximised wherever possible.</p> <p>On new sites, where sales revenue and margins are in line with or in excess of the latest viability and LPE, the first sales release must be proposed by the SD, and approved by the FD and MD. The SD must present these releases to the FD and MD providing evidence of:</p> <ul style="list-style-type: none"> <li>• Second hand and new-build market research</li> <li>• Comparison to LPE and budget revenues</li> </ul> <p>If either sales revenue or margins fall below the latest viability or LPE, the first sales release must also be approved by the DMD.</p>	Rule	SD	MD

<b>Section 5</b>	<b>Management of Sales Employees</b>	<b>Best Practice or Rule</b>	<b>Responsible</b>	<b>Accountable</b>
<b>5.1</b>	<b>Philosophy</b>			
5.1.1	<p>It is Taylor Wimpey's philosophy to employ all sales staff directly in line with HR Policies and Procedures.</p> <p>Optimisation of sales performance requires all sales employees to comply with the guidelines relating to training and performance management.</p> <p>National training courses will be arranged for SEs and SMs. All SMs and SEs will comply with the requirements of the Sales Academy and will undertake all relevant courses.</p>	Rule	SD	MD
<b>5.2</b>	<b>Induction</b>			
5.2.1	<p>To ensure all new employees are familiar with Taylor Wimpey processes and procedures, all new employees joining the company must be inducted according to the approved induction procedure detailed in the HR Policies and Procedures manual.</p> <p>In order for SEs to staff a site alone, without supervision, they must have completed at least the first week of the induction training.</p>	Rule	SM	SD
<b>5.3</b>	<b>Salary and Commission Structure</b>			
5.3.1	<p>Approved guidelines are in place relating to salary and commission structure for sales employees.</p> <p>BUs should offer competitive packages for sales employees, whilst ensuring remuneration is sufficiently target-driven. The national guidelines must be used by the SD as the basis for establishing salary and commission levels. Consult the HRM for further guidance.</p>	Rule	SD	MD
<b>5.4</b>	<b>Personal Presentation</b>			
5.4.1	<p>The Taylor Wimpey sales team must present a smart, professional image to our customers. All SEs must therefore wear the standard Taylor Wimpey uniform.</p> <p>Professional business-like attire is required of all SMs. All aspects of personal presentation must be maintained to the highest standards.</p>	Rule	SM	SD
<b>5.5</b>	<b>Agency Employees</b>			
5.5.1	<p>In certain circumstances the use of agency sales employees may be required, and the SM to approve.</p> <p>In these instances, SMs must ensure that agency employees are fully inducted under Taylor Wimpey Health and Safety procedures and that they are, wherever possible, familiar with the Taylor Wimpey sales process and details of the site in question.</p> <p>With regards to the Consumer Code, Agency Employees should be fully trained and their responsibilities clearly explained.</p>	Rule	SM	SD
<b>Section 6</b>	<b>Key Health and Safety Requirements for Sales Employees and Customers</b>	<b>Best Practice or Rule</b>	<b>Responsible</b>	<b>Accountable</b>
<b>6.1</b>	<b>Sales and Show Area HSE Manual</b>			
6.1.1	<p>The Sales and Show Area HSE Manual sets out the principles for effective management of HSE within all Taylor Wimpey sales areas and show homes.</p> <p>The key HSE requirements for the safety of our employees and customers are:</p>	Rule	SM	SD
<b>6.2</b>	<b>Sales Area Safety Appraisal</b>			
6.2.1	<p>A Sales Area Safety Appraisal must be carried out before any sales area / show home (temporary or permanent) is opened. Please refer to the Sales Risk Assessment and Show Area HSE Manual.</p>	Rule	SM	SD

	<b>Key Health and Safety Requirements for Sales Employees and Customers</b>	<b>Best Practice or Rule</b>	<b>Responsible</b>	<b>Accountable</b>
<b>6.3</b>	<b>Sales Safety Induction</b>			
6.3.1	All site-based sales employees must have received Sales Safety Induction training prior to being left in charge of a sales / show area. Please refer to Sales and Show Area HSE Manual.	Rule	SM	SD
<b>6.4</b>	<b>Personal Safety Awareness and First Aid</b>			
6.4.1	As soon as possible into employment, arrangements are to be made for the site-based sales employees to be provided with Personal Safety Awareness and Appointed Person Emergency First Aid training.	Rule	SM	SD
<b>6.5</b>	<b>Personal Alarm</b>			
6.5.1	All site-based sales employees must be provided with a sales employee personal alarm, the type prescribed by the UKSD, prior to them being permitted on site.	Rule	SM	SD
<b>6.6</b>	<b>Regular Checking</b>			
6.6.1	Monthly checks are to be made by the SMs, in conjunction with the SiteM, that the site-based sales employees are implementing both their Sales Area Safety Checks as well as the Plot Status.	Rule	SM	SD
<b>Section 7</b>	<b>Branding</b>	<b>Best Practice or Rule</b>	<b>Responsible</b>	<b>Accountable</b>
<b>7.1</b>	<b>Brand Guidelines</b>			
7.1.1	To achieve consistent delivery to customers and employees, the Taylor Wimpey brand guidelines must be fully implemented throughout all BUs. The current Brand Guidelines cover the use of the standard face brand and the different face brand. Use of the different face brand is subject to DC sign-off and as a guide will be used on no more than 10% of our developments.	Rule	SD	MD
<b>7.2</b>	<b>Approved Suppliers</b>			
7.2.1	To ensure cost efficiency and consistency of brand execution, all standard signage, graphics, flags, sales office furniture and option display stands must be purchased solely through nationally-approved suppliers.	Rule	SD	MD
<b>7.3</b>	<b>Bespoke Sites</b>			
7.3.1	To avoid incurring unnecessary marketing expenditure and to maintain brand consistency, any request to market a site on a bespoke basis must be approved by the DC. This will only be sanctioned in exceptional circumstances. Following such approval the proposed branding strategy must then be signed off by UKSD.	Rule	SD	MD, DC
<b>Section 8</b>	<b>Supply Chain Adherence</b>	<b>Best Practice or Rule</b>	<b>Responsible</b>	<b>Accountable</b>
<b>8.1</b>	<b>Adherence to National Deals</b>			
8.1.1	To ensure cost effectiveness and the consistent delivery of sales presentation across the UK, all approved national deals must be fully adhered to by SDs.	Rule	SD	MD

Section 9	Show Homes and Sales Centres	Best Practice or Rule	Responsible	Accountable												
9.1	<b>Philosophy</b>															
9.1.1	<p>It is Taylor Wimpey's philosophy that the use of show homes in sales outlets is fundamental to the maximisation of sales rates and revenues.</p> <p>Wherever possible sales should be executed from a permanent sales area, including the provision of a show home.</p> <p>Show homes must be constructed and be available to the sales department at the earliest possible opportunity. An accelerated sales area build programme must therefore be implemented.</p> <p>Sales areas and show homes must maximise "impact" on arrival.</p> <p>Show homes must be retained for the maximum possible duration during the life cycle of the site and must not be sold without appropriate MD and the Pensions Show Home holding company approvals.</p> <p>Where temporary sales areas are utilised, these must follow approved guidelines and should be used for a maximum of 10 weeks. Taylor Wimpey believes that such temporary sales areas do not maximise sales values.</p> <p>The guideline for the number of show homes is as follows:</p> <table border="0"> <tr> <td>Under 50 units, compact scheme</td> <td>1 show home</td> </tr> <tr> <td>Under 50 units, all detached scheme</td> <td>1 show home</td> </tr> <tr> <td>Under 50 units, mixed compact/detached</td> <td>2 show homes</td> </tr> <tr> <td>Above 50 units</td> <td>2 show homes</td> </tr> <tr> <td>Very Large Schemes</td> <td>3 show homes</td> </tr> <tr> <td>Scheme of all apartments</td> <td>1 show aptm't</td> </tr> </table> <p>The choice of show homes must take account of the representation of product required throughout the sales period.</p> <p>For a phased development, the initial marketing plan should also outline the location and composition of subsequent show areas.</p> <p>View homes within show areas are not usually considered appropriate.</p>	Under 50 units, compact scheme	1 show home	Under 50 units, all detached scheme	1 show home	Under 50 units, mixed compact/detached	2 show homes	Above 50 units	2 show homes	Very Large Schemes	3 show homes	Scheme of all apartments	1 show aptm't	Best Practice	SD	MD
Under 50 units, compact scheme	1 show home															
Under 50 units, all detached scheme	1 show home															
Under 50 units, mixed compact/detached	2 show homes															
Above 50 units	2 show homes															
Very Large Schemes	3 show homes															
Scheme of all apartments	1 show aptm't															
9.2	<b>Benchmarks</b>															
9.2.1	<p>To control sales expenditure and deliver consistency of show home execution, interior design, landscaping and options must be delivered to the latest benchmark cost and design guidelines and monitored in conjunction with the FD.</p> <p>Only the approved Interior Design companies must be used.</p>	Rule	SD	MD												
9.3	<b>Opening Hours</b>															
9.3.1	<p>In order to offer convenience to our customers and maximise the time available to respond to visitors and enquiries:</p> <ul style="list-style-type: none"> <li>• Appropriate sales offices opening hours are to be determined at a BU level by the SD and approved by the MD in consultation with HRM as appropriate</li> <li>• Approved guidelines are available detailing preferred core opening hours, with the intention that these will be implemented throughout the company</li> </ul>	Best Practice	SD	SD												
Section 10	Lead Management	Best Practice or Rule	Responsible	Accountable												
10.1	<b>Lead Management</b>															
10.1.1	<p>A consistent lead management system is required to ensure sales rates and revenues are maximised, and optimal return on marketing expenditure is achieved. The SD must ensure that all approved lead management processes are fully implemented and complied with.</p>	Rule	SM	SD												

	Lead Management	Best Practice or Rule	Responsible	Accountable
<b>10.2</b>	<b>Sales E-Mail</b>			
10.2.1	To ensure sales enquiries are being responded to in an efficient manner, each BU should have a checking system in place at the BU office to make sure that all email brochure requests are opened and answered within 1 working day. Each BU should appoint a specific person to administer leads responding to the regional sales email address.	Best Practice	SD	SD
<b>10.3</b>	<b>Brochure Requests</b>			
10.3.1	To ensure sales enquiries are being responded to in an efficient manner, brochure requests should be responded to within 1 working day and followed up with a call from the SE within 3 days of despatch.	Rule	SD	SD
<b>Section 11</b>	<b>Weekly Sales and Site Meetings</b>	<b>Best Practice or Rule</b>	<b>Responsible</b>	<b>Accountable</b>
<b>11.1</b>	<b>Purpose</b>			
11.1.1	The SE and SiteM must hold a formal weekly meeting. During this meeting, availability and appointments should be discussed. The SiteM will also collect details of any optional extras selected and any customer queries from the weekend. The SiteM will then relay any changes that may affect any previously stated legal completion dates. The SE should communicate these to the customer and confirm in writing. Prior to the SiteM conveying any changes in build completion dates all such changes must be agreed by BUMT.	Rule	SD, PD	SD
<b>Section 12</b>	<b>Sales to Dependent Customers</b>	<b>Best Practice or Rule</b>	<b>Responsible</b>	<b>Accountable</b>
<b>12.1</b>	<b>Philosophy</b>			
12.1.1	In order to provide competitive advantage to our sales proposition, the ability to assist dependent customers to secure the sale of their existing home is fundamental. This is achieved through the following two methods and SDs must ensure that all sales employees are trained in these processes and are skilled in their execution: <ul style="list-style-type: none"><li>• <b>Easymover</b> Assistance is provided in the marketing of the dependent property, without Taylor Wimpey taking ownership of the property. Easymover sales must only be reported when the dependent property has been sold with a completed chain</li><li>• <b>Part Exchange</b> The dependent property is purchased by Taylor Wimpey. In order to minimise capital lock-up and risk, Part Exchange can only be undertaken within the financial criteria set by the DMD and must be monitored in conjunction with the FD.</li></ul> These must be exercised in compliance with the current Sales and Marketing Best Practice Notes.	Rule	SD	SD
<b>Section 13</b>	<b>CML Compliance</b>	<b>Best Practice or Rule</b>	<b>Responsible</b>	<b>Accountable</b>
<b>13.1</b>	<b>CML Compliance policy</b>			
13.1.1	Where the customer requires a mortgage, the Council of Mortgage Lenders requirements must be complied with. The DLM must ensure compliance with the CML rules in the preparation of Plot Contracts (Missives), and ensure full disclosure and transparency in accordance with Taylor Wimpey policy. To do this the SD must ensure that the DLM has all the appropriate information required.	Rule	SD	MD

Section 14	Money Laundering	Best Practice or Rule	Responsible	Accountable
14.1	<b>Understanding Money Laundering</b>			
14.1.1	<p>To avoid criminal prosecution, all SDs must understand the requirements of the Money Laundering document. This document is available from the Co Sec. The SD must ensure it is communicated to and adhered to by all sales employees including DLM.</p> <p>These requirements should form part of new starter training and ongoing monitoring in the BU.</p>	Rule	SD	MD
Section 15	Reservation Fees	Best Practice or Rule	Responsible	Accountable
15.1	<b>Reservation Fee Policy</b>			
15.1.1	<p>To ensure commitment from our customers, a standard fee is taken at the point of reservation.</p> <p>The standard fee is £1,000 for properties up to £200,000 and £2,000 for properties over £200,000. Reservation fees are only refundable in accordance with the latest Taylor Wimpey instruction, which acknowledges the requirements of The Consumer Code.</p> <p>The standard reservation fee may need to be adjusted at BU level with approval from the DMD.</p>	Rule	SD	MD
Section 16	Mortgage Broker Services	Best Practice or Rule	Responsible	Accountable
16.1	<b>Using IFAs</b>			
16.1.1	<p>A consistent, high level of financial advice must be available to all customers. Each BU should ensure that the IFA used complies with the IFA Panel and Service Charter.</p> <p>With IFA panel introductions, their use cannot be a condition of sales or qualification for an offer or incentive.</p> <p>Our customers should be free to use whichever lender or IFA they wish to use. The benefit to the customer is the provision of financial advice to allow a complete application to the appropriate lender and facilitate the issue of a mortgage offer within appropriate timescales.</p> <p>Key benefits of the use of IFAs include:</p> <ul style="list-style-type: none"> <li>• Pre-qualification of prospective customers</li> <li>• Greater control of exchange deadlines</li> <li>• Reduced cancellation rates</li> <li>• Improved relationships with major lenders</li> </ul>	Rule	SD	SD
Section 17	Recommended Solicitors	Best Practice or Rule	Responsible	Accountable
17.1	<b>Using Recommended Solicitors</b>			
17.1.1	<p>A consistent high level of conveyancing advice must be available to all customers. Each BU must have a panel of recommended solicitors operating under the Solicitor Panel and Service Charter in consultation with the DLM.</p> <p>There should be a minimum of two recommended solicitors made available to purchasers on each development.</p> <p>With solicitor panel introductions, their use cannot be a condition of sales or qualification for an offer or incentive.</p> <p>Our customers should be free to use whichever conveyancer or solicitor they wish to use.</p> <p>The benefits to the customer of using a panel Solicitor is that the solicitor will:-</p> <ul style="list-style-type: none"> <li>• Support all Taylor Wimpey customers in the conveyancing process for the purchase of their Taylor Wimpey home</li> <li>• Deliver the highest standard of customer service and a fee structure that reflects recognisable value for money</li> <li>• Ensure that all legal aspects of the home purchase are fully and clearly explained in plain English to the customer.</li> </ul>	Rule	SD	SD

	Recommended Solicitors	Best Practice or Rule	Responsible	Accountable
	Key benefits of the use of recommended solicitors to Taylor Wimpey include: <ul style="list-style-type: none"> <li>• Greater control of exchange deadlines</li> <li>• Reduced cancellation rates</li> <li>• Streamlining of legal progression</li> </ul>	Rule	SD	SD
Section 18	Investor Sales	Best Practice or Rule	Responsible	Accountable
18.1	Guidelines for Dealing with Investor Sales			
18.1.1	The management of sales to investors is essential to protect value and minimise cancellation risk. The following guidelines must be followed by SD in consultation with the DLM: <ul style="list-style-type: none"> <li>• The sale of more than one property to an individual requires MD approval for up to three units and DMD approval for above three units, with DC informed. Investor sales are considered to be per investor transaction or site over a 12 month rolling period</li> <li>• At reservation, a minimum non-refundable deposit of 1% of contract price, per plot, is required</li> <li>• Exchange must take place within 28 days</li> <li>• A minimum deposit of 10% is required on exchange</li> <li>• For multiple sales over 5 units to a single investor, no sale should be booked until exchange has taken place</li> <li>• A sale of a property to a company, a corporation or an overseas resident, requires DMD approval</li> </ul>	Rule	SD	MD
Section 19	Employee Purchases	Best Practice or Rule	Responsible	Accountable
19.1	Approving Employee Purchases			
19.1.1	To avoid abuse of the preferential facility for employees, all employee discounts must be approved in line with the current HR policy.	Rule	SD	MD
Section 20	Deposit on Exchange	Best Practice or Rule	Responsible	Accountable
20.1	Deposits Policy			
20.1.1	To ensure security of sales upon exchange, each BU must operate a consistent policy on Deposits on Exchange (Missive). This can be BU or site-specific, but must be approved by the MD. 10% of the sale price should be secured whenever possible.	Best Practice	SD	MD
Section 21	Conveyancing	Best Practice or Rule	Responsible	Accountable
21.1	Issuing Documents			
21.1.1	The security of sales is greatly enhanced by the efficient processing of legal documents. Therefore the Legal department must issue documents within 3 working days of their receipt of a fully completed reservation form and legally required supporting documentation.	Rule	DLM	DLM
21.2	Exchange of Contract (Missives)			
21.2.1	The security of sales proceeding is enhanced by diligent sales progression tracked in consultation with the DLM. The benchmark for contract exchanges (conclusion of missives) is 28 days for investor / first time buyer / non-dependent / part exchange, and 42 days for dependent customers (from the date contracts are issued).	Best Practice	SM	SD
21.3	Buyers Default Policy			
21.3.1	Should a customer fail to complete, a decision must be made as to how Taylor Wimpey's position is best protected. Therefore, in these instances, reference should be made to the agreed Taylor Wimpey default policy and the DLM advised. This is to ensure plots can be resold quickly and costs can be recovered.	Rule	SD	MD

<b>Section 22</b>	<b>Cancellations</b>	<b>Best Practice or Rule</b>	<b>Responsible</b>	<b>Accountable</b>
<b>22.1</b>	<b>Reporting of Cancellations</b>			
22.1.1	<p>Cancellations (including likely cancellations in the opinion of the SD), should be reported immediately in the weekly figures and discussed with the MD. This ensures accuracy and consistency of reporting across all BUs.</p> <p>It is the responsibility of the SD to challenge the integrity of the forward order book to ensure all sales proceeding are likely to proceed to exchange.</p>	Rule	SD	SD
<b>Section 23</b>	<b>Optional Extras</b>	<b>Best Practice or Rule</b>	<b>Responsible</b>	<b>Accountable</b>
<b>23.1</b>	<b>Philosophy</b>			
23.1.1	<p>It is Taylor Wimpey's philosophy to sell properties to a standard basic specification which, in turn, may be enhanced by the sale of optional extras.</p> <p>The sale of optional extras helps enhance customer satisfaction and improves revenue generation. Each BU must therefore actively market the sale of optional extras from an on-site sales centre. The CD is responsible for providing the costs of optional extras to the SD.</p>	Best Practice	SD, CD	SD
<b>23.2</b>	<b>Product Range</b>			
23.2.1	<p>To ensure the sale of optional extras is efficient and delivers acceptable profitability, the product range for optional extras is distributed centrally.</p> <p>The CD is responsible for providing the costs of optional extras to the SD.</p> <p>Any variations should be approved by the UKSD.</p>	Best Practice	SD, CD	SD
<b>23.3</b>	<b>Unsold Plots</b>			
23.3.1	<p>Optional extras should not be pre-selected on unsold plots.</p> <p>However, where this is determined to be necessary, pre-selections must be in accordance with the approved guidelines.</p> <p>All pre-selections must be signed off by the SD.</p>	Best Practice	SM	SD
<b>23.4</b>	<b>Payment for Optional Extras</b>			
23.4.1	<p>Optional extras can be ordered (if build available) prior to exchange but require a minimum payment of 50% up front. This minimises the risk of losing revenue should the sale not proceed.</p> <p>After exchange of contracts, optional extras can be ordered (if build available) and added to completion monies. Any exceptions to above must be agreed by the SD informing the PD and DLM.</p>	Rule	SM	SD
<b>Section 24</b>	<b>Sales Excellence</b>	<b>Best Practice or Rule</b>	<b>Responsible</b>	<b>Accountable</b>
<b>24.1</b>	<b>Carrying Out Sales Excellence</b>			
24.1.1	<p>Taylor Wimpey demands excellence in the presentation and execution of all sales outlets. A checklist exists within Taylor Wimpey to monitor standards and quality – this is referred to as the “Sales Excellence” checklist.</p> <p>“Sales Excellence” is to be carried out on each site every month by the SM and countersigned by the SD.</p>	Rule	SM	SD
<b>Section 25</b>	<b>Advertising</b>	<b>Best Practice or Rule</b>	<b>Responsible</b>	<b>Accountable</b>
<b>25.1</b>	<b>Philosophy</b>			
25.1.1	Digital marketing is a most cost-effective and productive method of advertising and should be at the forefront of all media activity.	Best Practice	SD	SD
<b>25.2</b>	<b>Advertising Meetings</b>			
25.2.1	Marketing strategies must be cost-effective, measurable and in line with any prevailing capped spending limits. To this end, advertising meetings must take place on a monthly basis as a minimum. These must follow the specified, approved agenda with the agreed list of attendees.	Rule	SD	SD



	<b>Advertising</b>	<b>Best Practice or Rule</b>	<b>Responsible</b>	<b>Accountable</b>
<b>25.3</b>	<b>Advertising Templates</b>			
25.3.1	Standard approved templates must be used for all advertising to ensure consistency of brand and minimisation of advertising costs.	Rule	SD	SD
<b>Section 26</b>	<b>Website Management</b>	<b>Best Practice or Rule</b>	<b>Responsible</b>	<b>Accountable</b>
<b>26.1</b>	<b>Updating the Website</b>			
26.1.1	<p>The Taylor Wimpey website is the fundamental source of information for our customers and the most cost-effective driver of new business.</p> <p>Presentation and accuracy of website information is critical.</p> <p>The website must be actively managed, updated and checked weekly. This includes information relating to availability, prices, opening times, contact numbers, etc.</p> <p>Taylor Wimpey practices in this area, and the skills required to manage and check the website are likely to evolve at a rapid pace. Therefore the latest approved guidelines in this area must be observed and followed in all BUs.</p>	Rule	SD	MD
<b>Section 27</b>	<b>Data Protection</b>	<b>Best Practice or Rule</b>	<b>Responsible</b>	<b>Accountable</b>
<b>27.1</b>	<b>Compliance with Data Protection</b>			
27.1.1	<p>Data Protection is a legal responsibility - the MD is accountable for compliance with the Data Protection Act as described in the "Data Protection Act Guide for Taylor Wimpey PLC" (DPAG).</p> <p>This includes ensuring that customer databases comply with the most up-to-date Taylor Wimpey procedures. The CS or DRS must be informed of any issues.</p>	Rule	BUMT	MD
<b>27.2</b>	<b>Subject Access Request</b>			
27.2.1	To ensure legal requirements of the Data Protection Act are fulfilled, any request by a customer, or external third party under the Data Protection Act (a "Subject Access Request") should be reported to the CS or DRS in line with the DPAG above.	Rule	BUMT	MD
<b>Section 28</b>	<b>Consumer Protection from Unfair Trading Regulations (CPR)</b>	<b>Best Practice or Rule</b>	<b>Responsible</b>	<b>Accountable</b>
<b>28.1</b>	<b>Compliance</b>			
28.1.1	Compliance with the CPR is a legal responsibility. To avoid civil or criminal prosecution the SD is responsible for compliance by all sales staff (CPR replaces the former property Misdescriptions Act 1991 which was repealed in 2013).	Rule	SD	MD

# Customer Service

Section 1	Customer Culture	Best Practice or Rule	Responsible	Accountable
1.1	<b>Culture of Excellence</b>			
1.1.1	We are a customer-focused business committed to the delivery of homes of the highest quality. To ensure that each Taylor Wimpey customer has the best possible experience whilst buying and moving into their new home, MDs and their teams will endeavour to install a culture of excellence through all departments, continually striving to improve our service and delivery. Our customer relationships will benefit from pride in our product quality and in our standards of customer service.	Rule	BUMT	MD
1.2	<b>Achieving Excellence</b>			
1.2.1	Taylor Wimpey has a standard set of procedures “The Customer Journey” which is designed to ensure the best possible experience for our customers from point of reservation all the way through to post-completion aftercare. The Customer Journey must be applied without exception and must also be part of the induction process for all new employees. It is imperative that all employees understand that the delivery of a quality product and service is not just the responsibility of our Sales and Production teams and that each member of staff can influence our performance by their actions and attitude.	Rule	BUMT	MD
1.3	<b>Structure</b>			
1.3.1	The term “Customer Services” is to be used at all times instead of “Customer Care” The job title is to be Customer Services Manager The reporting line will be to the MD. There has to be a monthly meeting as a minimum with the MD, but on a day-to-day basis the CSM will report to the PD/SD. The monthly meeting with the MD is to discuss the main issues, performance against internal/external reports, Consumer Code compliance, IDRS/NHBC claims and disputes. A written monthly report is required from the CSM covering these points. The CSM will take on responsibility for the Consumer Code (reporting directly to the MD).	Rule	BUMT	MD
Section 2	The Customer Journey	Best Practice or Rule	Responsible	Accountable
2.1	<b>New Sales Outlet Opening</b>			
2.1.1	It is vital that prior to the opening of a new sales outlet, the SE must be provided with all the relevant information necessary to allow accurate information to be communicated to prospective customers and to allow all questions and queries to be answered. The information required will relate both to the individual houses and to the site as a whole including details of open spaces and social housing provision. An accurate build programme must be available from the outset to allow estimated completion dates to be given and any changes to this programme must be communicated to the SE as soon as they are known.	Rule	BUMT	MD

	The Customer Journey	Best Practice or Rule	Responsible	Accountable
<b>2.2</b>	<b>Reservation</b>			
2.2.1	<p>At point of reservation, the SE will fully explain the contract arrangements and timescales to the customer as well as explaining the various processes between reservation and legal completion, including the arrangements for meeting the SiteM and the choosing of colour and customer options. An estimated legal completion date will be given to the customer, normally a two month window, and this is recorded on the Reservation Form. The customer must be informed as soon as possible if it becomes apparent that the property will be delivered outside that two month window.</p> <p>There is a standard Reservation Checklist which must be completed when taking a reservation. This ensures that all key information has been received from, and given to the customer. At this point the customer must also be given a copy of House to Home which should be explained to them by the SE.</p> <p>To comply with the Consumer Code, all customers, at the point of reservation stage, must be given a copy of the Consumer Code and the web site address where they can get more information regarding the code is: (<a href="http://www.consumercodeforhomebuilders.com">www.consumercodeforhomebuilders.com</a>)</p>	Rule	SE	SD
<b>2.3</b>	<b>Meet the Site Manager</b>			
2.3.1	<p>It is a requirement that the customer is introduced to the SiteM within two weeks of reservation. The SE should arrange a Meet the Site Manager meeting, the key purposes of which are as follows:</p> <ul style="list-style-type: none"> <li>• To allow the customer to meet the SiteM to build a relationship and establish trust</li> <li>• To allow the customer to view the plot location in a controlled, safe environment</li> <li>• To answer any questions to do with the plot location, the immediate surroundings and the site in general. To explain what the customer should expect from that point up until legal completion including the process for colour choices and customer options selection</li> </ul>	Rule	SE, SiteM	SD, PD
<b>2.4</b>	<b>Colour Choice &amp; Options Meeting</b>			
2.4.1	<p>The SE must ensure that the customer makes the standard specification colour choices, and orders any additional optional items, within a timescale which aligns with the build programme for the property. The customer must have been given all the choice information well in advance to ensure enough time for decision making and ordering.</p>	Rule	SE, SiteM	SD, PD
<b>2.5</b>	<b>Build Completion Sign-off</b>			
2.5.1	<p>The SE must meet with the SiteM at each property approximately two weeks prior to legal completion, in order to be satisfied that the property has been completed to the highest quality and standard of finish, to ensure that all colour choices have been actioned correctly and to ensure that all additional optional items have been actioned correctly. A Build Completion Record should be signed by the SE only if the house is finished to the required standards.</p> <p>The Legal department can only serve notice of completion to the customer's solicitor upon receipt of both the CML notice and the Build Completion Record.</p> <p>The customer must be given a minimum of 2 weeks notice prior to the date of legal completion.</p> <p>Under exceptional circumstances the MD may agree to vary the above procedures.</p>	Rule	SE, SiteM, DLM	SD, PD

	The Customer Journey	Best Practice or Rule	Responsible	Accountable
<b>2.6</b>	<b>Familiarisation Visit</b>			
2.6.1	Prior to legal completion taking place, the SE will arrange a Familiarisation Visit with the customer at a specified time and date. The meeting is a structured approach to the demonstration of the customer's new home prior to legal completion. The SiteM will conduct a tour of the property with the customer to demonstrate that it has been completed to both Taylor Wimpey and NHBC standards. The customer should receive proper instruction in the use and the maintenance of the appliances and fixtures and should be asked to confirm that the correct options and colour choices have been actioned. An explanation of the Customer Warranty and Emergency Procedures should be given. The SiteM and SE will meet the customer at the sales centre and the SiteM, as a minimum, will then accompany the customer to conduct the Familiarisation Meeting.	Rule	SE, SiteM	SD, PD
<b>2.7</b>	<b>Legal Completion</b>			
2.7.1	Wherever possible, the SE and SiteM should hand over the keys at legal completion when authorised to do so by the Legal department. When this is not possible, additional employees should be requested via the SD or PD to attend the site. No customer should simply be given the keys. As part of the handover procedure, meter readings must be taken, recorded and confirmed by the customer. A Warranty Box will be given to the customer at handover which will include all instructions/warranties appropriate to the property.	Rule	SE, SiteM	SE, SiteM
<b>2.8</b>	<b>Courtesy Calls &amp; Warranty</b>			
2.8.1	<p>After legal completion the SiteM will arrange 2 standard courtesy visits. These should be after 7 days and again after 28 days from legal completion. If there are any issues raised by the customer at these courtesy visits which require further action by the SiteM, then these issues should be addressed as soon as possible by the SiteM. The courtesy visit paperwork should record any issues and will include confirmation that any required actions have been completed.</p> <p>At the completion of each stage a copy of the relevant paperwork must be forwarded to the Customer Services Department. A copy of all paperwork should be retained on site for the SiteM use. Within 8 weeks of legal completion, the SiteM will check to ensure a full set of paperwork for the property has been forwarded to the Customer Services Department to be held on file, this should include:</p> <ul style="list-style-type: none"> <li>• Build Completion Record</li> <li>• Familiarisation Visit paperwork &amp; Meter Readings</li> <li>• 7 and 28 day Courtesy Visit Records</li> <li>• Any ancillary customer services correspondence</li> </ul> <p>Taylor Wimpey Emergency and Warranty procedures should be adhered to. The SiteM will remain fully responsible for all further Customer Services enquiries and issues throughout the life of the Site. The Customer Services Department will only intervene in exceptional circumstances while the site is live.</p>	Rule	SiteM	PD

	<b>The Customer Journey</b>	<b>Best Practice or Rule</b>	<b>Responsible</b>	<b>Accountable</b>
<b>2.9</b>	<b>Logging of Issues by Customer Services</b>			
2.9.1	<p>Customer Services are responsible for logging all issues received after the 7 and 28 day courtesy calls have been completed. Prior to this point, the 7 day and 28 day courtesy call forms will be the reference point for recording any issues raised by the customer.</p> <p>The customer is asked to report any issues to the Customer Service Department after their 28 day courtesy call. Customer Services will log the issues and pass job sheets to the SiteM for action. The SiteM will inform Customer Services when the issues have been resolved.</p> <p>If the customer reports any issues directly to the SiteM or SE, then they must use the standard Taylor Wimpey documentation for recording all issues raised by customers and forward to the CSM. These documents allow the Customer Services Department to log all issues relevant to the plot and customer, and allow further analysis of this data to drive continuous improvement in quality and service as well as provide feedback to the Design and Procurement functions.</p>	Rule	SE, SiteM	SD, PD
<b>Section 3</b>	<b>Customer Satisfaction Monitoring</b>	<b>Best Practice or Rule</b>	<b>Responsible</b>	<b>Accountable</b>
<b>3.1</b>	<b>Customer Surveys</b>			
3.1.1	<p>Customer satisfaction is measured through two surveys. Please refer to these documents;</p> <ul style="list-style-type: none"> <li>National New Homes Survey - sent 8 weeks after legal completion by the NHBC on behalf of the HBF</li> <li>NHBC own survey - sent 9 months after completion</li> </ul>	Rule	MD	MD
<b>3.2</b>	<b>Monitoring of Customer Satisfaction</b>			
3.2.1	<p>These customer survey results are published each month and all BUs must review the results and analyse performance against each category of service for each site and for the BU as a whole. Taylor Wimpey has minimum performance level targets which are reviewed and published periodically and it is expected that all Taylor Wimpey BUs will meet and exceed these targets. Each BUMT is expected to fully analyse their customer survey results and to take immediate corrective action if there is evidence of sub-standard performance.</p> <p>The customer survey results must be communicated to all employees in each BU with the emphasis being on a continual drive to improve.</p> <p>Customer survey performance must be a standard agenda item for each BU monthly board meeting with analysis and action points being minuted.</p>	Rule	BUMT	MD
<b>Section 4</b>	<b>Customer Remedial Issues</b>	<b>Best Practice or Rule</b>	<b>Responsible</b>	<b>Accountable</b>
<b>4.1</b>	<b>Resolution of Issues</b>			
4.1.1	<p>On a live site where the last legal completion has not yet taken place, all customer service issues and the fulfilment of The Customer Journey is the responsibility of the SiteM, who must utilise the resources of the nominated subcontractors for the site to close out any remedials.</p> <p>On a site's closure, the responsibility for clearing any outstanding issues remains the responsibility of the SiteM. The SiteM and the CSM will agree to use either the services of Taylor Wimpey directly employed labour or the nominated contractors for the site, whichever is most appropriate for the circumstances.</p>	Rule	SiteM, CSM	PD
4.1.2	<p>Under the NHBC 10 year warranty, Taylor Wimpey is required to address all relevant remedial issues, raised by the customer during Years 1-2 at its own cost. During years 3 -10 of the customer warranty period, any structural defect reported to the NHBC which is confirmed as a valid claim by the NHBC, will be addressed by the BU at its own cost . Any exceptions to this must have prior approval by the DMD, such approval only to be considered in exceptional circumstances.</p>	Rule	MD	DMD

	<b>Customer Remedial Issues</b>	<b>Best Practice or Rule</b>	<b>Responsible</b>	<b>Accountable</b>
4.1.3	Where it is not possible for the MD or DMD to agree a resolution of a complaint regarding build quality with a customer, the NHBC conciliation service may be used. However, this should be seen as a last resort solution and any conciliation meeting must be attended by a Taylor Wimpey representative of the appropriate level. It is expected that the BU will fully comply with the NHBC's subsequent report.	Rule	MD	MD
4.1.4	With effect from 1 <sup>st</sup> April 2010, the Consumer Code will allow customers to refer complaints which fall outside of the NHBC Warranty, to the NHBC. The NHBC may recommend the customer seeks resolution from the Independent Dispute Resolution Scheme (IDRS).	Rule	MD	MD
4.1.5	Taylor Wimpey has a policy of not paying general, unquantifiable compensation to customers. In exceptional circumstances where a payment of compensation is appropriate, please refer to the BU signing authority for appropriate authorisation levels.	Rule	MD	MD
4.1.6	When any customer service remedial works are being carried out on properties not associated with an operating site, then the works must be engaged and carried out in accordance with the procedures set out in the Customer Service HSE Manual.	Rule	PD,CSM	PD
<b>4.2</b>	<b>Monthly Reports</b>			
4.2.1	In order to deliver consistency in customer service standards, monthly reports will be provided by the CSM highlighting the number of reportable defects, design errors, specification quality and subcontractor quality issues to the MD and BUMT. The UKDD must be advised of any evidence of inherent design faults.	Rule	CSM	MD
<b>4.3</b>	<b>Escalated Complaints</b>			
4.3.1	It is expected that the MD will personally oversee any complaints which are fed back to the BU via HO CSM. In the event that the MD is unable to resolve the matter to the customer's satisfaction, the complaint will be escalated to the DMD who will be the final arbitrator. This action and conclusion should be reported back to HO CSM for record tracking.	Rule	MD	DMD

# Finance

As well as following the guidance contained within the Operating Framework, it is also required that there is full compliance with the Finance Manual.

Section 1	Financial Control and Reporting	Best Practice or Rule	Responsible	Accountable
1.1	<b>Historical Reporting, and Budgets</b>			
1.1.1	<p>Key financial reporting within Business Units and within the Group Financial Control team is based around the following framework and follows Group-wide instructions issued by Group Finance. This includes:</p> <p><b>Weekly Reporting</b></p> <ul style="list-style-type: none"> <li>• Weekly Sales Report</li> </ul> <p><b>Monthly Historical Reporting (Key report)</b></p> <ul style="list-style-type: none"> <li>• Profit &amp; loss account, balance sheet and cash flow, submitted within the Group consolidation systems</li> <li>• Supporting information including shared equity submissions and show home returns</li> <li>• Executive Summary with commentary on main business areas</li> </ul> <p><b>Land Reporting</b></p> <ul style="list-style-type: none"> <li>• Landbank reporting and land creditors must be reconciled to the Group consolidation system and should reflect the latest forecast. YTD landbank data must agree with the YTD actual financial reporting, with the volume, ASP, HLM updated each month. For forecast landbank reporting, the FD must update volume information each month (align plot depletion phasing to the latest profit forecast) and ASP and HLM at least twice a year at P1 and P3.</li> <li>• The FD must check that the landbank reporting is accurate in respect of the site name (land and marketing name), postcode, ownership type, method of acquisition and gross acreage.</li> </ul> <p><b>Half year/ Full year Historical Reporting</b></p> <ul style="list-style-type: none"> <li>• Additional supporting information including operating lease disclosures, JV returns and IFRS 7 disclosures.</li> <li>• Preparation of accounting papers, in conjunction with group finance, to support complex accounting issues.</li> </ul> <p><b>Forecasting (Key report)</b></p> <ul style="list-style-type: none"> <li>• Monthly Cash Forecast covering current and next year</li> <li>• Monthly Profit Forecast covering the current year and next year</li> </ul> <p><b>Budgets and Projections (P1 &amp; P3 (Key report))</b></p> <ul style="list-style-type: none"> <li>• The Budget is based on actual results to an advised date with the remainder of the current year and 3 additional financial years being forecast. Full financial forecasts are required including profit &amp; loss, balance sheet, cashflow and statistical data. P3 is the term used to describe the element of the Budget exercise relating to forecasting the remainder of the current year.</li> <li>• P1 is an updated forecast based on actual results to an advised date and comprises a detailed financial forecast covering the remainder of the current year and the next financial year. This will include a profit &amp; loss, balance sheet, cashflow and statistical data.</li> </ul> <p>The submitting FD (or Finance Manager where relevant) is required to review and approve all items listed above before submitting to Group Finance.</p> <p>Review of the Data Quality Checker is a continuous process. Where there are significant variances, the MD, DMD and the GFC should be notified.</p>	Rule	FD	MD

	<b>Financial Control and Reporting</b>	<b>Best Practice or Rule</b>	<b>Responsible</b>	<b>Accountable</b>
<b>1.2</b>	<b>MD Approval</b>			
1.2.1	All reports referred to above are prepared by the Business Unit Finance Team with input as appropriate from the BUMT. Prior to submission, key reports as detailed above must be discussed with and agreed by the MD to ensure completeness, accuracy and deliverability by the business.	Rule	FD	MD
<b>1.3</b>	<b>Finance processes, accounting and reporting</b>			
1.3.1	Financial processes, accounting and reporting must be carried out in a controlled manner and with the best judgement of the FD. Prior approval is required from the GFC for any anticipated departure from policies in the Finance Manual. The DMD and DC must also be informed.  As part of the half year and full year process, the MD and FD must sign off to confirm compliance with the Finance Manual.  At half year and full year, formal dispensations for all areas of deviation from the Finance Manual must be approved by the GFC.	Rule	FD	MD
<b>Section 2</b>	<b>Management Control</b>	<b>Best Practice or Rule</b>	<b>Responsible</b>	<b>Accountable</b>
<b>2.1</b>	<b>Land</b>			
2.1.1	<b>Land Purchase Exercise</b> All members of the BUMT must visit the site and walk the site boundaries prior to the BUMT signing an LPE and submitting it to the DMD for approval.  The FD should be involved in the process to produce the LPE and is responsible for checking the integrity of the data and the financial calculations. The FD should challenge and review each area of the LPE, to ensure that realistic and consistent assumptions have been applied and that the LPE is robust. Examples of areas the FD is expected to review within the LPE are: <ul style="list-style-type: none"> <li>• Overage</li> <li>• Deferred terms and security</li> <li>• Sales rates</li> <li>• Selling price</li> <li>• Stamp duty</li> <li>• Section 106/CIL costs</li> <li>• Build costs</li> <li>• Selling expenses</li> <li>• Site prelims</li> <li>• Affordable housing element</li> <li>• Apartment mix</li> <li>• VAT implications</li> <li>• Immediate and future cash flow, debt and gearing implications</li> </ul>	Rule	FD	MD
2.1.2	<b>Land and infrastructure where a site is phased</b> Land and infrastructure allocation methodology must be defined and documented within the LPE. This must be approved and signed by the FD with agreement from the MD. The most appropriate basis of allocation must be used and must be consistent with the rules set out in the Commercial Manual, as this is a material area which could be manipulated. The FD must ensure that the total land and infrastructure costs are recovered. The methodology stated in the LPE cannot be changed without DMD approval.	Rule	FD	MD
2.1.3	Complex sites (multiple phases, JVs and consortium deals) require approval of accounting treatment by Group Finance prior to site commencement.	Rule	FD	MD



	Management Control	Best Practice or Rule	Responsible	Accountable
2.1.4	<p><b>Land Disposal</b></p> <p>When signing any land disposal documents, the FD must first review the land cost (including an allocation of infrastructure costs). Where an entire site is planned to be sold, the FD should ensure that all costs are considered to assist the optimal build &amp; sell v. sell decision is taken.</p> <p>For partial land disposals before development, the sale price must be such that the transaction does not significantly threaten Taylor Wimpey margins on the remaining site and cause an under-recovery.</p>	Rule	FD	MD
2.1.5	<p><b>Exchange of Affordable housing</b></p> <p>Prior to exchange of contracts for affordable housing, finance must compare the contract values with approved LPE values. Adverse variation to the LPE or Site Budget must be discussed with the LD and approved by the DMD, to ensure understanding of the change to the site margin, so that action may be taken to mitigate any shortfall.</p>	Rule	FD	MD
2.1.6	<p><b>Strategic Land Transfers</b></p> <p>All strategic land transfers will be at existing book value at the date of transfer. Strategic Land Finance &amp; SLRD must agree the timing and transfer value in advance with the Business Unit MD and FD, to ensure accurate future financial forecasting.</p>	Rule	FD	MD
2.1.7	<p><b>Acquisition of statutory entities</b></p> <p>In the process of buying land, no statutory entities (e.g. Limited Companies) can be acquired or set up without consultation with GFD and UKL&amp;PD, and the approval of Co Sec, GT, GFC and CEO. This will protect Taylor Wimpey from potential exposure to liabilities which may result from the acquisition and ensure that all statutory reporting consequences are understood.</p>	Rule	FD	MD
<b>2.2</b>	<b>Commercial</b>			
2.2.1	<p><b>Site Budget</b></p> <p>The Site Budget must be prepared and approved by the BUMT and DMD prior to the site start.</p> <p>Site Budgets must be prepared using equalised margins across both PD and PH plots. Land is to be used as the equalising factor. If the margin cannot be equalised using the land value, then abnormalers are also used as an equalising factor.</p> <p>All variances between the LPE and Site Budget must be reviewed by the FD, who must challenge and understand these variances and be satisfied that the Site Budget reflects a deliverable margin.</p>	Rule	FD	MD
2.2.2	<p><b>Profit and loss meetings</b></p> <p>The FD must attend the monthly site profit &amp; loss meeting to review the site valuations. At this meeting, the FD must review every valuation provided by the CD, and, in consultation with the PD, satisfy themselves that:</p> <ul style="list-style-type: none"> <li>• The cost to date reconciles to the cost recorded in the ledgers and is accurate and complete</li> <li>• The cost to complete is realistic and reflects the latest build expectations</li> <li>• All cost variances in the month are fully understood and challenged</li> <li>• All excess and savings are clearly identified and recorded within the accounting and forecasting systems at the next month end</li> </ul> <p>Journal transfers, negative accruals, negative reserves, negative CTC, day works and disputed liabilities should be presented, minuted and signed off by the CD and FD no later than the next meeting.</p> <p>The DMD and DC must be informed of any significant excesses or savings.</p>	Rule	FD	MD

	Management Control	Best Practice or Rule	Responsible	Accountable
2.2.3	<p><b>Work in progress reviews</b></p> <p>The FD and CD must review and certify the total value of WIP, Cost to Complete and Recoveries/Excesses &amp; Savings remaining for every site on the balance sheet in consultation with the PD. The FD must review the WIP recovery report each month to confirm agreement with the approved Site Budget for the current stage of build and investigate unusual WIP levels by site as this may indicate excesses are being incurred. Cash targets should be monitored and any deviation to forecast highlighted and reflected in the latest cash forecast.</p>	Rule	FD	MD
2.2.4	<p><b>Completed Sites</b></p> <p>The FD must provide financial information to support the CD in undertaking the completed site review, compare the completed site review data with the LPE, Site Budget and final site profit &amp; loss and adjust completed site accruals as appropriate.</p> <p>The FD must feed lessons learned into the continual review process to make sure that current and future Site Budgets benefit from the experience. The review must take place within three months from the last legal completion on the site.</p> <p>Closed site review meetings must be held quarterly to review the adequacy of completed site provisions, and debit balances on individual sites must be written off in the month they are identified and a further accrual set up where additional future costs are still expected.</p>	Rule	FD	MD
2.3	<b>Production / Sales</b>			
2.3.1	<p><b>Weekly Build Sales Meeting</b></p> <p>The FD must attend the Weekly Build Sales Meeting with the SD and PD to monitor plot progress, to ensure consistency with financial projections, and to influence the timing of plot completions.</p>	Rule	FD	MD
2.4	<b>Corporate Governance</b>			
2.4.1	<p><b>Maintain Accounting Records</b></p> <p>Ensure that the BU maintains accounting records in accordance with the legal requirements of any statutory entities and any joint venture or covenant agreements. References to the latest Companies Act requirements are detailed in the Finance Manual. The DMD and DC must be informed of any potential or actual non-compliance, which are then to be reported to the GFD and the GMT.</p>	Rule	FD	MD
2.4.2	<p><b>Risk register</b></p> <p>As a part of the P1 and P3 processes, the BUMT will discuss the group-wide risks that could prevent the Group from delivering on its strategic priorities. Further, each month, the BUMT will discuss BU and site specific risks as a part of the monthly board meeting. A summary of the output of these discussions will be provided to Group Financial Control bi-annually.</p>	Rule	FD	MD
2.4.3	<p><b>Internal Audit reviews</b></p> <p>All BUs will be visited regularly by IA, to ensure processes and controls are effective and are in compliance with Taylor Wimpey policies. The risk associated with each BU/process is assessed by IA in conjunction with the MD, DMD, DC, and the relevant process owner. The resultant schedule of future audits is communicated to the GMT, GOT and Audit Committee along with the results of the completed audits.</p>	Rule	FD	MD

Section 3	Group responsibilities	Best Practice or Rule	Responsible	Accountable
3.1	<b>Tax</b>			
3.1.1	<p><b>Tax compliance</b></p> <p>Taylor Wimpey has a Tax Strategy endorsed by the TW plc board (this can be viewed on the taxation pages of the intranet). Central to the Tax Strategy is to be compliant at all times with both the spirit and the letter of tax rules and practices. Group Tax promotes tax compliance by:</p> <ul style="list-style-type: none"> <li>• Issuing regular and relevant guidance to BUs in the form of tax manuals, tax newsletters and email communications</li> <li>• Reviewing and assessing the adequacy of underlying systems and processes that drive good tax compliance</li> <li>• Delivering training to those staff who play a role in tax compliance</li> </ul> <p>BUs play a crucial role in ensuring tax compliance and as such must take the Group's tax obligations seriously. In particular, BUs must:</p> <ul style="list-style-type: none"> <li>• Follow the guidance issued by Group Tax</li> <li>• Consult with a member of Group Tax when areas of uncertainty arise or where a rule is not understood</li> <li>• Maintain appropriate records and evidence for 6 years to support tax returns</li> </ul>	Rule	BUMT	MD
3.1.2	<p><b>Tax planning</b></p> <p>The Group's Tax Strategy promotes commercially-driven, non-abusive tax planning – for example, structuring the purchase of a BU office in such a way as to maximise tax relief on this capital investment.</p> <p>However abusive tax planning schemes or arrangements (also known as Tax Avoidance schemes) should not be entered into. HMRC considers Tax Avoidance to involve bending the rules of the tax system to gain a tax advantage that Parliament never intended. It often involves contrived, artificial transactions that serve little or no purpose other than to produce this advantage.</p> <p>To ensure that the Group implements only commercially-driven, non-abuse tax planning, BUs should:</p> <ul style="list-style-type: none"> <li>• Never enter into any abusive tax planning arrangements,</li> <li>• Discuss any proposed tax planning / structuring with Group Tax. Group tax will be able to advise whether the proposed arrangements are compliant with the Group's tax strategy.</li> </ul>	Rule	BUMT	MD
3.2	<b>Treasury and cash management</b>			
3.2.1	<p><b>Cash management</b></p> <p>Monitor the Group cash and liquidity position and ensuring that cash is available for land purchases or significant payments, in line with Business Unit daily forecasts.</p>	Rule	Group Treasurer	GFD
3.2.2	<p><b>Land and other CHAPS payments</b></p> <p>Ensure all documentation required for land purchases or other significant payments is complete, appropriately authorised and received from the Business Unit, with sufficient time to process the payment in line with contracts.</p>	Rule	Group Treasurer	GFD
3.2.3	<p><b>Cashflow forecasting</b></p> <p>Review and challenge Business Unit cashflow forecasts on a monthly basis providing commentary on monthly results to the GMT.</p>	Rule	Group Treasurer	GFD
3.2.4	<p><b>Covenant compliance</b></p> <p>Using actual and forecast data ensure that the Group complies with all covenants in line with facility agreements.</p> <p>A report should be produced and certificate provided to each lender, which is approved by the GFD on a quarterly basis.</p>	Rule	Group Treasurer	GFD

	Group responsibilities	Best Practice or Rule	Responsible	Accountable
<b>3.3</b>	<b>Group accounting and external reporting</b>			
3.3.1	<p><b>Finance policies and procedures</b></p> <p>Responsible for ensuring that all finance accounting, policies and procedures are:</p> <ul style="list-style-type: none"> <li>• Compliant with statutory reporting requirements</li> <li>• Updated for statutory or reporting requirements</li> <li>• Regularly reviewed to ensure relevant to business units</li> <li>• Communicated to all business units and other relevant individuals</li> <li>• In line with policies from other Taylor Wimpey departments</li> </ul>	Rule	GFC	GFD
3.3.2	<p><b>Statutory reporting</b></p> <p>Responsible for ensuring data submitted from business units are compliant for statutory reporting purposes.</p> <p>Responsible for production and audit of the Group consolidated financial statements and other corporate entities as appropriate.</p>	Rule	GFC	GFD
3.3.3	<p><b>Corporate hierarchies and legal entity and management structures</b></p> <p>Maintain, with the reporting system, all Business Unit and legal entities reporting lines and ensure these are regularly reviewed and up to date.</p> <p>Maintain a central record of all consortium / joint venture or other agreements with other housebuilders or similar entities.</p>	Rule	GFC	GFD
3.3.4	<p><b>Business support</b></p> <p>Provide technical support to Business Units for items not explicitly covered in the Finance Manual including:</p> <ul style="list-style-type: none"> <li>• Technical accounting papers</li> <li>• Accounting treatment and related entries</li> <li>• Site cost transfers</li> <li>• Dispensations for deviation from the Finance Manual</li> </ul>	Rule	GFC	GFD
<b>3.4</b>	<b>Business Performance Management</b>			
3.4.1	<p>Prepare a monthly summary of BU performance, following review of the BU and corporate entities completion profiles, ASPs, build costs, income statement, cash flow and balance sheet.</p> <p>Check for accuracy and completeness of Group data and information, understanding key drivers of performance and identifying trends.</p>	Rule	GFC	GFD
3.4.2	<p>Review all forecast and plan information prepared for P1 and P3. Check for accuracy and completeness of Group data and information, understanding key drivers of performance and identifying trends.</p> <p>Prepare a summary of financial and management information for the GMT and Board, documenting clearly the main drivers and trends within the plan data.</p>	Rule	GFC	GFD
3.4.3	<p>Review all financial and non-financial data disclosed in Stock Exchange announcements and presentations, and in the annual report for accuracy and appropriateness. Collate full supporting documentation for each piece of data.</p>	Rule	GFC	GFD
3.4.4	<p>Review and monitor achievement of Executive Incentive Scheme performance targets across the Group.</p>	Rule	GFC	GFD

# People

Section 1	HR Policies and Procedures	Best Practice or Rule	Responsible	Accountable
1.1	<b>HR Policies &amp; Procedures</b>			
1.1.1	Taylor Wimpey is committed to complying with UK Employment Legislation, and to ensure fair treatment for all employees, the HR Policies and Procedures must be followed. Further advice and guidance on the application of policies will be provided by the HRMs / HRAs. The HR Policies and Procedures are available and compliance will be monitored by both IA and HR.	Rule	Managers	MD
Section 2	Employee Numbers / Profile	Best Practice or Rule	Responsible	Accountable
2.1	<b>Standard Profile</b>			
2.1.1	There is a standard profile of employees required to run the business effectively, against which cost and value will be benchmarked. Any variation must be referred to the DMD and approved by DC.	Best Practice	MD	MD
2.1.2	Monthly paid recruitment for the replacement of leavers requires MD approval as long as it is within the profile agreed with the DC. New roles must be referred to the DMD and approved by the DC. Hourly paid staff appointments are to be approved by the MD.	Rule	MD	MD
Section 3	Recruitment	Best Practice or Rule	Responsible	Accountable
3.1	<b>The approval authority for an appointment depends on the level of appointment:</b>			
3.1.1	Divisional Chairman – Chief Executive Officer & Group HR Director with PLC approval.	Rule	CEO, GHRD	CEO, GHRD
3.1.2	Divisional Managing Director – Divisional Chairman & Group HR Director with CEO approval.	Rule	DC, GHRD	DC, GHRD
3.1.3	Business Unit Managing Director – Divisional Managing Director & Group HR Director with DC approval. The CEO to be informed.	Rule	DC, GHRD	DMD, GHRD
3.1.4	Business Unit Management Team – Managing Director and an HR Manager must interview in consultation with DMD and DC. GFD must be consulted before an offer made for Business Unit FD candidates. UKSD will assist with providing input on Business Unit SD candidates. Senior roles in Head Office require GMT approval.	Rule	MD, DMD, HRM	MD, DMD, HRM
3.1.5	Below Business Unit Management Team – Managing Director. The Managing Director should meet all new monthly paid employees either in the final stages of recruitment or within the first few weeks of employment.	Rule	MD	MD
3.2	<b>Appointment Letters</b>			
3.2.1	To ensure consistency throughout the BUs, all offers, appointment letters, and Statements of Terms and Conditions of Employment for BUMT members and above will be distributed from the HR department.	Rule	HRA	HOHR
3.3	<b>Approval of Appointments</b>			
3.3.1	Appointments must have the relevant approval as detailed above, prior to any offer being made, to comply with Taylor Wimpey policy and UK Employment Legislation.	Rule	The Recruiting Manager	BUMT& HO Directors
3.4	<b>Standard Statement of Terms of Employment</b>			
3.4.1	To ensure consistency throughout the BUs, the Standard Statement of Terms of Employment issued by the HR department must be adhered to. No variations to benefits are permitted for any employees. These details will be distributed from HR department for all BUMTs and by the local administrator for roles below this.	Rule	Exec Sec	MD

	Recruitment	Best Practice or Rule	Responsible	Accountable
<b>3.5</b>	<b>Advertising</b>			
3.5.1	All recruitment advertising must conform to Taylor Wimpey brand guidelines. All drafts for external recruitment advertising must be agreed through the relevant HRM, to ensure compliance with the HR Policies and Procedures and all relevant UK Employment Legislation. The use of external recruitment agencies should be avoided wherever possible. Where unavoidable, then only the preferred suppliers may be used, following DMD approval.	Rule	Exec Sec	The Recruiting Director
<b>3.6</b>	<b>Resignations</b>			
3.6.1	All resignations at director level for the UK and senior level for Corporate, must be notified to the GHRD. This will enable an exit interview to be arranged and for feedback to the DMD or GFD as appropriate. Exit interviews will also be completed by HRMs on Commercial and Finance management roles. BUs must advise HR of resignations at the earliest incidence.	Rule	MD, HO Directors	MD
<b>Section 4</b>	<b>Development of People</b>	<b>Best Practice or Rule</b>	<b>Responsible</b>	<b>Accountable</b>
<b>4.1</b>	<b>Performance Management</b>			
4.1.1	As the development of people and performance management is key to the success of the business, it is mandatory for all employees to have an annual appraisal of their performance. Details must be recorded on the Taylor Wimpey appraisal form to ensure consistency, and appraisals must reflect an accurate record of performance. Please refer to the company appraisal form which is located in HR Policies and Procedures. Performance management is a key to success and all managers must regularly review their team members' performance and update their Appraisal & Development form as necessary. All new employees will commence on a 6 month probationary period and managers will be reminded in advance of the review date.	Rule	BUMT, MD HO Directors	MD, DMD
<b>4.2</b>	<b>Succession and Development</b>			
4.2.1	All MDs will produce an annual succession and development plan for their BUMT, in consultation with the DMD & HRM. This is to identify areas for development and contribute towards the management of UK wide Talent Management.	Rule	MD, HRM	MD
<b>4.3</b>	<b>Training Register and CITB</b>			
4.3.1	To ensure all employees have the necessary HSE knowledge, experience and competence for their role, all departments must maintain a training register to confirm that their employees have received the mandatory HSE training. Please refer to Taylor Wimpey HSE Training Matrix.	Rule	Managers	MD
4.3.2	All BUs must be registered with the CITB and must complete grant claims in order to maximise our recovery income against the levy payments made. Consult the DMD to aid maximise the opportunity for recovery.	Rule	Training Administrator within BU	FD
<b>4.4</b>	<b>Apprentices and Management Trainees</b>			
4.4.1	In order to support the development of new talent in the industry, all BUs may employ an appropriate number of apprentices approved by the MD and in line with the current HR Policy and agreed with the DMD. HR should be kept informed.	Best Practice	PD	MD
4.4.2	In order to support the development of new talent in the business, all BUs may employ an appropriate number of Management Trainees at any time in line with the current HR Policy and agreed with the DMD. The trainees need to be trained and developed in order to ensure maximum value is gained.	Best Practice	Managers	MD
4.4.3	BUs must ensure that all Management Trainees must complete an approved course of study to ensure appropriate skills level.	Rule	Managers	MD

<b>Section 5</b>	<b>Remuneration and Benefits</b>	<b>Best Practice or Rule</b>	<b>Responsible</b>	<b>Accountable</b>
<b>5.1</b>	<b>Exceptional Pay Increases outside Annual Salary Review</b>			
5.1.1	There is an annual salary review process. In order to support Taylor Wimpey cost control and ensure fair remuneration, any exceptional pay increases outside of this must be authorised by the relevant DMD and approved by DC. For all support functions approval must be made by the appropriate Head Office Senior Director.	Rule	MD, HO Directors	MD
<b>5.2</b>	<b>Annual Awards</b>			
5.2.1	Pay awards will be based upon individual performance and prevailing market conditions. HR to be informed of all pay reviews.	Rule	BUMT	MD
<b>5.3</b>	<b>Authorisation of Pay Increases</b>			
5.3.1	In order to avoid discord, any pay increases must be authorised in line with the approval process prior to an employee being informed.	Rule	BUMT	MD
<b>5.4</b>	<b>Overtime</b>			
5.4.1	Overtime is not normally paid to salaried employees and the MD must approve should this be required. Where hourly paid employees are proposed to receive payment beyond any contractual overtime agreement then this requires MD approval in advance.	Rule	BUMT	MD
<b>5.5</b>	<b>Purchasing a Home</b>			
5.5.1	The policy relating to purchasing a Taylor Wimpey home must be adhered to and this process will be the subject of an IA review.	Rule	All Employees	GHRD
5.5.2	Where a director agrees to purchase a property this must be signed off by IA and by the CEO in advance.	Rule	BUMT	MD, CEO
<b>Section 6</b>	<b>Company Cars</b>	<b>Best Practice or Rule</b>	<b>Responsible</b>	<b>Accountable</b>
<b>6.1</b>	<b>Company Fleet Policy</b>			
6.1.1	To ensure consistency throughout the UK, no deviation will be made from the approved company fleet policy and reimbursement of fuel will be in accordance with Taylor Wimpey policy.	Rule	HOHR	GHRD
<b>Section 7</b>	<b>Redundancy, Dismissal and Disciplinary Action</b>	<b>Best Practice or Rule</b>	<b>Responsible</b>	<b>Accountable</b>
<b>7.1</b>	<b>Policies and Procedures</b>			
7.1.1	To ensure the fair and equitable treatment of all employees, the policies and procedures in the event of redundancy, dismissal, disciplinary and / or grievance must be adhered to. Queries should be referred to HRM, HRA.	Rule	Managers	MD
<b>7.2</b>	<b>Absenteeism</b>			
7.2.1	Where there are instances of poor performance or absenteeism, it is important that all managers deal with the matter fairly, at the earliest opportunity, with the involvement of a HR representative and in line with Taylor Wimpey's procedures. All instances of absenteeism must be addressed through the absence management system.	Rule	Managers	MD
<b>7.3</b>	<b>Disciplinary Action and Dismissal</b>			
7.3.1	To ensure fair and consistent treatment, where a disciplinary warning is considered the appropriate course of action, advice must be sought from the HRM in advance of proceedings.	Rule	BUMT	MD
7.3.2	Where a dismissal is being considered, advice must be sought from the HRM in advance of proceedings. Only directors are authorised to dismiss.	Rule	MD	MD

	<b>Redundancy, Dismissal and Disciplinary Action</b>	<b>Best Practice or Rule</b>	<b>Responsible</b>	<b>Accountable</b>
<b>7.4</b>	<b>Grievances</b>			
7.4.1	All grievances raised by employees must be handled in accordance with Taylor Wimpey policy, to enable employees to seek redress in a consistent manner and for Taylor Wimpey to be able to investigate the matter and explain the position. Taylor Wimpey has a Protected Disclosure (whistle blowing) policy in place to further enable employees to report areas of concern and to ensure appropriate action.	Rule	All Employees	MD
<b>Section 8</b>	<b>Employment Tribunals</b>	<b>Best Practice or Rule</b>	<b>Responsible</b>	<b>Accountable</b>
<b>8.1</b>	<b>Dealing with Employment Tribunals</b>			
8.1.1	BUs must ensure that any Employment Tribunal paperwork is referred to the HRM immediately to ensure correct handling and timescales met. The DMD must be advised of any employment tribunals.	Rule	MD	MD



# Appendix A: Meeting Agenda

The purpose of this document is to set out the key meetings that an MD is responsible for chairing / attending within, or on behalf of, his / her business unit. For clarity:

1. A meeting can range from a formal minuted meeting to a conference call. The core meetings that should be minuted/documentated are highlighted with an (M)
2. Meeting attendees may as appropriate and in agreement with the MD attend for only part of a meeting or send a deputy.

Normal Frequency	Meeting	Chaired By	Key Attendees as appropriate	Purpose
Weekly	Build Sales Meeting (M)	MD/Delegated Director	SD, PD, FD, SM, PM, DLM (or rep)	Review the sales and build plot progress in order to update and monitor forecasts. MD must chair this meeting at least once a month.
Fortnightly	Informal Management Meeting	MD	BUMT	Review and communicate weekly progress and agree actions for forthcoming week.
Monthly	Land Meeting (M)	MD	BUMT	Communication of land offers and LPE timescales / requirements including incidental land and land sales
Monthly	Board Meeting (M)	MD	BUMT, DMD - Quarterly	Business review for past month and communicate business targets/actions for forthcoming months. This meeting can be combined with the Informal Management Meeting, WIP Meeting or VIM Meeting as appropriate.
Monthly	Profit & Loss Meeting (M)	MD	BUMT, CM, Surveyor, PM	Review site financial performance including bi-monthly valuations, excesses and savings, journal transfers, negative reserves and cost movements on pre budget sites and direct selling expenses.
Quarterly	WIP Review Meeting (M)	MD	BUMT	Review/approval of WIP commitment forecast and build releases.
Quarterly	HSE Review Meeting (M)	MD	RHSEA, BUMT, HSE Administrator, Office HSE Administrator, DMD - Annually	To ensure that HSE performance, including trends and areas for improvement, is effectively communicated.
Quarterly	Value Improvement Meeting (M)	DMD	BUMT, Site Project Teams	A meeting to review updated site margins during the process of continually reviewing value of investments (land) from approval to site closure. Review of risk & opportunities, action plans and strategies. Ensuring that lessons learnt from excess issues and completed sites are input into other developments.
Quarterly	Site Visits	MD	BUMT	Team visit to site to review progress and discuss issues. In addition to the BUMT visit the MD, PD and SD must visit site at least monthly.
Quarterly	Land Meeting (M)	DMD	DMD, SLMD, SLRD, SL Land Team, BUMD + BU Land Team	A meeting to discuss land market activity, LPE timescales and requirements, level and quality of pipeline activity plus any transfers.
Half Yearly	Strategic Land Meeting (M)	SLRD	DC, DMD, MD, LD, SLMD, SLRD	Progress of jointly agreed land strategy.
Half Yearly	Staff Communications	MD	All BU Employees	Ongoing process to develop business strategy
Annually	Business Strategy	MD	BUMT	An opportunity for whole BUMT to discuss the key issues in their approach to the scheme including design risk assessment. Develop the site strategy, including approval, and finalise the planning application.
As Required	Concept Meeting (M)	MD	TD, CD, PD, SD	Handover of information from L&P / Technical departments to Commercial. Update on changes to layout / details etc. since Concept Meeting. Ensure that details re HSE aspects of project will be available to contractors.
As Required	Pre Tender Meeting (M)	CD	BUMT, Site M, SE	To ensure adequate arrangements have been made for the commencement of selling and construction on a development and to hand over all relevant information to the Production and Sales departments. DC approval must be obtained prior to initial sales release or commencement of construction (which ever is earliest).
As Required	Pre Start Meeting (M)	MD	BUMT, RHSEA, Reg Solicitor, DLM, SiteM, SE	Communication, prior to exchange, of all issues around proposed site purchase in accordance with Pre Exchange Meeting agenda. By signing agenda at the end of the meeting the DMD authorises the BU to proceed to exchange.
As Required	Land Pre Exchange Meeting (M)	DMD	BUMT, Reg Solicitor	A meeting to approve the strategy for progressing the Strategic Land asset, including a projected financial viability. This strategy is then required to be submitted to the DC for approval prior to transfer/planning application proceeding.
As Required	Strategic Land Pre Transfer / Pre Application Meeting (M)	SLMD	DMD, MD, LD, SLMD, SLRD	

# Appendix B: BU Signing Authority Matrix

Expenditure or Commitment (1)	PLC Board	Chief Executive Officer	Group Financial Director	Group Legal Director & General Counsel	Remaining GMT	Group Treasurer	Head of Tax	Group Financial Controller	UKSMD, Heads of Pensions, Inv Rel, Audit & IT	Property Mgr, HR Mgr, Rewards Mgr, Mktg Mgr, Pension Operations Mgr, Indirect Tax Mgr	Dr HAS, Head Supply Chain, Dir of Design	UK Land & Planning Director	Divisional Chairman	Divisional Managing Director	Managing Director	Finance Director	Land & Planning Director / TWMD Investment Director	TWMD Project Director	Commercial Director	Sales & Marketing Director	Production Director	Technical Director	Technical Manager	Sen. Surveyor / Sen. Estimator / Sen. Commercial Manager / Senior Buyer	Surveyor / Estimator / Commercial Manager / Buyer	Assistant Surveyor / Estimator / Assistant Buyer	Finance Manager	Sales Manager	Production Manager	Legal Manager	Customer Services Manager		
New Bank Accounts or Varying Bank Signatories/Limits or Varying Credit/Debit Card Facilities			✓		Various Signatories	✓																											
Loans to TW, grant funding where we have an actual or possible repayment obligation			✓			✓																											
Loans from TW (excluding Shared Equity as long as it's within the annualised £35m limit)			✓			✓																											
Making, amending or extending loans to JVs			✓			✓																											
Payments Signatories (max of four) - see Finance Manual for payments > £500k		> £2.5m	> £2.5m	> £2.5m	> £2.5m	> £2.5m		up to £2.5m					up to £2.5m	up to £500k	up to £500k	up to £500k	up to £500k		up to £500k	up to £500k	up to £500k	up to £500k											
Capital Expenditure		> £25k	up to £25k & Notify if > £250k		up to £25k				Head of IT up to £10k				up to £25k	up to £15k	up to £5k	up to £5k																	
Finance Leases (cars, other vehicles or plant, office equipment (Not Leased) > 1 year and/or £100,000			✓			✓		up to £100k																									
Committed operating leases > 1 year and/or £100,000			✓			✓		up to £100k																									
WIP Assets (Hutting, Fencing, Show Areas)														> £250k	up to £250k																		
Any Change in TW Group Structure (Acquisition, Sale or Change of Holding of a Company/JV/Consortium)	> £25m	✓	✓	✓	Notified	✓	Notified									Notified																	
Any Group Initiated Change in TW Group Structure		Notified	✓	✓	Notified	✓	Notified									Notified																	
Land Acquisition/Swaps/Partitions (Gross Price and Deferred Payments)	> £30m	up to £30m	Notified	Notified	Notified	Notified	Notified	Notified					up to £1m																				
Land or Other Assets Disposals (Higher of Gross Price or NBV and Deferred Terms) or Removal of Covenants (including Lease Extensions)		> £1m	Notified	Notified	Notified	Notified	Notified	Notified					up to £1m	Notified																			
Non-core Land Acquisition/Swaps/Partitions (Gross Price and Deferred Payments)												up to £1m																					
Non-core Land or Other Assets Disposals (Higher of Gross Price or NBV and Deferred Terms) or Removal of Covenants (including Lease Extensions)												up to £1m																					
Surety Bonds/Bank Bonds/Bank Guarantees/Letters of Credit/Bills of Exchange (Excluding NHBC)			Notified	Notified		✓																											
Guarantees/Indemnity/Unusual Warranties				✓																													
Granting Security for Financial Indebtedness or Land Creditors				✓		✓																											
Land Option Fees (inc Option Renewal Fees)		> £250k													up to £250k																		
Land Agents Fees (as a % of Land Value) - If in Line with LPE and Agent Named												>2%	>2%	Notified	up to 2%																		
Subcontractor (including Design and Build / Main Contractor & S106) Invoices / Orders (2)		> £10m											up to £10m	up to £5m	up to £2m			up to £250k	up to £500k					up to £250k	up to £100k	up to £50k							
Subcontractor dayworks, site instructions, additional works instruction etc														> £2m	up to £2m			up to £25k	up to £10k	Jointly (Minimum Monthly)		up to £10k											
Materials Invoices / Orders (2)														> £500k	up to £500k				up to £100k					up to £50k	up to £25k	Assistant Buyer up to £25k							
Journals between Sites / Phases								> £30k							up to £30k	up to £5k																	
Journals within Site								Notify if > £100k							> £10k	up to £10k																	up to £5k
Instruction / Orders (2) Involving Planning, Engineering, Environmental etc. Consultant fees for each individual site.												> £250k	> £250k	> £250k	up to £250k		up to £50k	up to £25k					up to £50k	up to £25k									
Total spend on Consultants Fees for any site prior to being unconditionally controlled												> £250k	> £250k	up to £250k	up to £150k		up to £75k	up to £25k	Jointly				up to £75k										
Maintenance Invoices / Orders (2)															>£5k																		up to £2.5k
Compensation payments													>£10k	up to £10k	up to £2k																		
Overheads (incl Fees) Invoices / Orders (2) (additional subordinate authority levels can be added with the authority of the Group FD)	>£5M	up to £5m	up to £1m	up to £1m	up to £250k	up to £50k	up to £50k	up to £50k	Up to £250k, £100k, £50k, £30k & £50k	up to £50k & £25k ITM	up to £50k		up to £250k	up to £100k	up to £50k	up to £25k	up to £10k		up to £10k	up to £10k	up to £10k	Up to £10k					up to £2.5k				up to £10k		
Sales and Marketing Invoices / Orders (2)															> £50k	up to £50k				up to £25k												up to £2.5k	
External Legal Fees excluding Land Acquisition / Disposal (estimated spend per instruction)				> £10k											up to £10k	up to £5k			up to £15k														
Expenses / Credit Cards (line managers can authorise to their limits for their own Depts only and must have their own expenses authorised by their immediate line manager or higher)	>£100k	up to £100k	up to £25k	up to £25k	up to £5k	up to £2k	up to £2k	up to £2k	up to £2k	up to £0.5k & Nil (POM)	up to £1k	up to £2k	up to £5k	up to £2k	up to £1.5k	up to £1k	up to £1k	up to £1k	up to £1k	up to £1k	up to £1k	up to £1k	up to £0.5k	up to £0.5k		up to £0.5k	up to £0.5k	up to £0.5k	up to £0.5k	up to £0.5k	up to £0.5k	up to £0.5k	
Monthly Payroll (countersigned by both MD and FD)															X	X																	
Weekly Payroll (countersigned by FD and PD or SD)																X					X												
Overtime																X																	
Sales Commissions (all commissions to be countersigned by MD or FD)																X																	
Staff House Purchases - Internal Audit to also approve for BU Director level and above (5% and 20% schemes)	CEO	BU Director level and above or HO Staff											✓																				

Notes:  
 (1) Note Delegated Powers OR Additional Requirements must be signed off either by the BU DMD or the Group Finance Director for Head Office  
 (2) If the value exceeds the site budget the authorisation should be escalated to another authorisation level  
 (3) These items can be approved as part of the BUs Board Pack  
 ✓ = Authorisation Required

# Signing Authority Matrix – Strategic Land and UK Land & Planning

Category of Expenditure for Authorisation (5)	PLC Board	Chief Executive Officer	Group Finance Director	Group Legal Director & General Counsel	Remaining GMT	Group Treasurer	Group Tax	Group Financial Controller	Finance Director / Head of Ext Reporting	Finance Manager	Divisional Chairman / UK Land & Planning Director	Head of Planning	Director of Sustainability	L&P Projects Director	L&P Analyst/Dev Mgr	Strat Land Managing Director - North	Strat Land Managing Director - South	Strat Land Regional Director	Strat Land Projects Director	Strat Land Projects Manager	Strat Land Commercial Manager	Strat Land Planning Manager	Strat Land L&P Manager	Strat Land Manager - Redundant Assets
New Bank Accounts or Varying Bank Signatories/Limits or Varying Credit/Debit Card Facilities			✓		Vary Signatories	✓																		
Loans to TW, grant funding where we have an actual or possible repayment obligation			✓			✓																		
Loans from TW (excluding Shared Equity as long as it's within the annualised £35m limit)			✓			✓																		
Making, amending or extending loans to JVs			✓			✓																		
Payment run Signatories		> £2.5m	> £2.5m	> £2.5m	> £2.5m	> £2.5m		Up to £2.5m	up to £500k		Up to £2.5m					up to £500k	up to £500k							
Capital Expenditure		> £25k	Notified if > £250k						up to £5k		up to £25k					up to £5k	up to £5k							
Finance Leases (cars, other vehicles or plant, office equipment (Not Leased) > 1 year and/or £100,000			✓			✓		< £100k																
Committed operating leases > 1 year and/or £100,000			✓			✓		< £100k																
WIP Assets (Hutting, Fencing, Show Areas)											> £250K					up to £250K	up to £250K							
Any Change in TW Group Structure (Acquisition, Sale or Change of Holding of a Company/JV/Consortium)	> £20m	✓	✓	✓		Notified	✓		Notified															
Any Group Initiated Change in TW Group Structure	Notified	Notified	✓	✓		Notified	✓		Notified															
Land Acquisition/Swaps/Partitions (Gross Price and Deferred Payments)	> £30m	up to £30m	Notified			Notified	Notified				up to £1m													
Land or Other Assets Disposals (Higher of Gross Price or NBV and Deferred Terms) or Removal of Covenants		>£1m	Notified			Notified	Notified				up to £1m													
Surety Bonds/Bank Bonds/Bank Guarantees/Letters of Credit/Bills of Exchange (Excluding N&BC)			Notified	Notified		✓																		
Guarantees/Indemnity/Unusual Warranties				✓																				
Granting Security for Financial Indebtedness or Land Creditors				✓		✓																		
Land Option Fees/renewals		> £250k									up to £250k													
Land Agents Fees											>£25k					up to £25k	up to £25k							
Sub contractor invoices/orders		> £5m									up to £5m					up to £500k	up to £500k		up to £250k	up to £250k	up to £250k			
Sub contractors - variations (4)											> £500k					up to £50k	up to £50k		up to £25k	up to £25k	up to £25k			
Journals between Sites / Phases								> £20k	up to £5k							up to £20k	up to £20k							
Journals within Site								Notify if > £50k	up to £10k							> £10k	> £10k							
Instruction / Orders for consultant fees involving Planning, Engineering, Environmental etc.											>£250k	up to £15k	up to £5k	up to £15k	up to £5k	up to £250k	up to £250k	up to £15k(3)	up to £5k(3)	up to £5k(3)	up to £5k(3)	up to £5k(3)	up to £5k(3)	up to £5k(3)
Total spend on Consultants Fees for any site prior to being unconditionally controlled											> £250k					up to £250k	up to £250k	up to £25k						
Overheads (incl Fees) Invoices / Orders	> £5m	up to £5m	up to £1m	up to £1m	up to £250k	up to £50k	up to £50k	up to £50k	up to £25k	up to £0.5k	up to £250k	up to £10k		up to £10k		up to £100k	up to £100k	up to £10k						
External Legal Fees (estimated spend per instruction)				> £250k									up to £5k	up to £15k	up to £5k	up to £250k	up to £250k	up to £15k	up to £5k	up to £5k	up to £5k	up to £5k	up to £5k	up to £5k
Expenses / Credit Cards (line managers can authorise to their limits for their own Depts only and must have their own expenses authorised by their immediate line manager or higher)				up to £1k					up to £0.5k		>£2k	up to £1k		up to £1k		up to £2k	up to £2k	up to £1k						
Staff House Purchases - Internal Audit to also approve for BU Director level and above (5% and 20% schemes)		BU Director level and above									✓													

(1) - LPE to be prepared and Authorised  
 (2) - Standard Land Disposal Form must be completed and signed by all relevant team members  
 (3) Approval to authorise spend is limited to consultant per site per quarter. If a consultant is being paid above the threshold in a month then payment needs to be authorised by next level of seniority  
 (4) Note if an order variation exceeds a further authorisation level or has increased by >10% if already authorised will require re-authorisation  
 (5) Note Delegated Powers or Additional Requirements must be signed off either by the BU DMD or the Group Finance Director for Head Office

# Appendix C: CSA Compliance

## TW Control Self Assessment (CSA) Quarterly Return

**Business Unit:**.....  
**Quarter Ending:**.....

We confirm that TW ..... conforms to the key financial and commercial principles laid down in the TWUK OF and associated Commercial and Finance Manuals. This review is ongoing and is documented in the Monthly Management Team Meeting Minutes. This quarterly representation specifically confirms the following:

### Commercial

- |   |                          |
|---|--------------------------|
| 1. Approved Site Budget is in place prior to commencement of any site work  | <input type="checkbox"/> |
| 2. Construction costs are apportioned across the standard cost headings: dwelling structures, local siteworks, main siteworks, dwelling structure abnormalities, site abnormalities, site supervision, site overheads and fees. Costs within these headings are allocated to plots as prescribed in the Commercial Manual                                   | <input type="checkbox"/> |
| 3. Financial performance is reviewed during the full life cycle of a site and documented using the tracker template included in the Commercial Manual. In particular, as part of the quarterly VIM meeting financial reviews prepared between LPE and Site Budget and then bi-monthly valuations are prepared between Site Budget and Completed Site Review | <input type="checkbox"/> |
| 4. Monthly Profit & Loss meetings cover all sites, including pre Site Budget sites and excesses / savings declared as appropriate. Valuations and financial appraisals have been reviewed, in detail, where prepared in the month. All other sites overviewed for known issues arising  | <input type="checkbox"/> |
| 5. Costs to complete have been reviewed for adequacy  | <input type="checkbox"/> |
| 6. Negative accruals, negative costs to complete and disputed liabilities discussed, signed off and minuted at the monthly Profit & Loss meeting  | <input type="checkbox"/> |
| 7. Infrastructure costs on large sites or phased developments are reviewed and allocated in accordance with the policy prescribed in the Commercial Manual. Reconciliations are reviewed and signed off by the FD, CD & MD at least quarterly   | <input type="checkbox"/> |
| 8. Monthly WIP commitment is prepared, approved and monitored   | <input type="checkbox"/> |
| 9. Compliance with the Commercial Manual  | <input type="checkbox"/> |

### Finance

- |  |                          |
|--|--------------------------|
| 1. Key reporting agreed and discussed with MD prior to submission including weekly sales, monthly management accounts, cash forecasts, profit forecasts, budgets and projections | <input type="checkbox"/> |
| 2. Trial Balance reviewed, no amounts held in suspense and all balances reconciled and approved for every month end  | <input type="checkbox"/> |
| 3. Formal Land / Construction WIP recoverability schedule prepared and reconciled monthly  | <input type="checkbox"/> |
| 4. All inter phase and inter site journals are approved in accordance with the BU Signing Authority  | <input type="checkbox"/> |
| 5. Carrying values of PX, Buy Backs, Commercial land and properties held for resale are reviewed every quarter in line with Policy   | <input type="checkbox"/> |
| 6. Adequacy of closed site provisions confirmed following quarterly closed site review meeting   | <input type="checkbox"/> |
| 7. Debtors have been reviewed for recoverability and the carrying value of any other assets have been reviewed   | <input type="checkbox"/> |
| 8. Compliance with the Finance Manual  | <input type="checkbox"/> |

### General

- |  |                          |
|--|--------------------------|
| 9. All transactions are approved in accordance with the BU signing authorities appropriate at the time | <input type="checkbox"/> |
| 10. Any areas of known non-compliance with the above are identified in Sections 1 and 2 below          | <input type="checkbox"/> |

**Commercial Director:**.....

**Land Director:** .....

**Finance Director:** .....

**Production Director:** .....

**Sales & Marketing Director:** .....

**Technical Director:** .....

**Managing Director:** .....

**Date:** .....

## Section 1 - Breaches of Policy

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During the quarter the following non-compliances with the above were noted:

Issue / Reference	Impact	Alternative Control
a) .....	.....	.....
b) .....	.....	.....
c) .....	.....	.....

Please state below committed dates for compliance

a) .....	.....	.....
b) .....	.....	.....
c) .....	.....	.....

## Section 2 – Approved Dispensations

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In completing the above submission we have relied on the following dispensations (and dates) agreed with either the DC, DMD or GFD:

Issue / Reference	Date Granted & by Whom	Expiry
a) .....	.....	.....
b) .....	.....	.....
c) .....	.....	.....

Copied to DC, DMD, GFD as part of sign off

## Section 3 – Outstanding Internal Audit Actions

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Reference	Issue & Risk	Resolution
a) .....	.....	.....
b) .....	.....	.....
c) .....	.....	.....