

Quality Management Policy

for Subcontractors and Employees

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RELIABLE CONSULTANCY WORK

PURPOSE AND COMMITMENT

Changing Footprint will deliver work that is fit for its agreed purpose, technically sound, clear and useful to the client. We will agree what is required, use competent people and appropriate methods, check outputs and correct problems openly. This policy applies to consultancy proposals, analysis, reports, advice and supporting subcontracted work.

ACCOUNTABILITY AND INDEPENDENCE

Changing Footprint's Director is accountable for scope acceptance, adequate resources and final release. A project lead manages delivery and keeps the evidence trail. Authors check their work; reviewers examine it with the competence and independence appropriate to the risk. Where a Changing Footprint's Director is the author, arrange a competent independent reviewer for material calculations, high-risk advice or significant regulatory outputs.

ACCEPTING AN ASSIGNMENT

Before acceptance, document objectives, intended use, organisational and reporting boundaries, exclusions, deliverables, data responsibilities, methodology, review needs, timetable and fees. Identify competence gaps, conflicts, regulatory requirements and limits of reliance. Do not promise outcomes outside our control or accept work that cannot be delivered responsibly.

MANAGING CHANGE

Confirm the plan and responsibilities at mobilisation. Record and agree material changes to scope, methods, assumptions, timing or fees with the client before implementation. Escalate missing data, access restrictions and delivery risks early. Distinguish client approval of assumptions from technical validation of a method.

DELIVERY AND REVIEW CONTROLS

EVIDENCE AND CALCULATIONS

Retain source references and a clear audit trail from data to conclusions. Check completeness, units, periods, duplicates, missing values, conversions, formulas and reasonableness. For emissions work, document the chosen standard, boundaries, scopes and categories, factor source and year, allocation rules, exclusions and uncertainty. Reconcile totals and compare changes with underlying activity where possible.

REVIEW AND RELEASE

Use a project review checklist appropriate to the deliverable. Verify technical content, arithmetic, regulatory interpretation, claims, confidentiality, accessibility and consistency with the brief. Record reviewer comments, resolutions, name and date. Only Changing Footprint's Director or an expressly delegated competent approver may release the final version. Drafts must be clearly labelled.

DOCUMENT CONTROL

Use a project reference, title, owner, version, date and status. Keep approved source files and outputs in controlled storage. Restrict editing, preserve review evidence and withdraw superseded versions from routine use. If an issued output is wrong, assess the consequences, notify affected recipients promptly and issue a clearly identified correction explaining the change.

ASSOCIATE SELECTION

Before appointment, check relevant experience, qualifications where required, references proportionate to risk, availability, conflicts and suitable insurance. Agree scope, responsibilities, confidentiality, data handling, review, onward subcontracting and delivery standards in writing. Provide induction and supervise outputs to match risk. Retain selection and performance records; do not imply qualifications or accreditations that have not been verified.

ACCESSIBLE AND RESPONSIBLE OUTPUTS

Ask about accessible formats and communication needs. Use readable structure, plain English and explanatory labels in reports and presentations. Separate facts, estimates and professional judgement. Apply the AI controls in CF POL 06; AI output is not an authoritative source or a substitute for review.

CLIENT COMPLAINTS AND IMPROVEMENT

HOW TO COMPLAIN

Clients and other affected parties may raise a complaint verbally or in writing with Changing Footprint's Director using the contact supplied with the engagement. Include the work concerned, the issue, its impact and the outcome sought. If the complaint concerns Changing Footprint's Director's conduct or independence, follow the alternative reporting route described in the handbook.

OUR RESPONSE

Acknowledge complaints within five working days, assess urgent risks and appoint a person with appropriate independence to review the evidence. Seek the complainant's account and give those involved a fair opportunity to respond. Aim to provide a reasoned written response within 20 working days; explain any delay and provide a revised date and progress updates.

RESOLUTION AND REVIEW

Explain findings, correction or remedy, action owners and completion dates. If dissatisfied, the complainant may request a review within ten working days; reasonable later requests will be considered. Use an uninvolved competent reviewer, external where necessary. Aim to respond within 20 working days. Contractual dispute routes and legal rights remain available.

CORRECTIVE ACTION

Record complaints, errors, near misses and review findings in a corrective action register. Identify the cause, fix the immediate issue, decide whether other work is affected and implement preventive changes. Confirm effectiveness before closing. At least annually, review timeliness, rework, complaints, feedback, supplier performance and development needs.

EVIDENCE AND REVIEW

Maintain accepted briefs, competence checks, review records, approvals, change records, feedback and corrective actions. Changing Footprint's Director reviews this policy annually. The arrangements draw on management-system principles but do not claim ISO 9001 certification or independent assurance unless separately evidenced.

Reviewed and approved by: Mark Taylor, Changing Footprint Director
Approval and issue date: 17 September 2026