



ISO Quality Management Policy

1. Quality Commitment

Crest Advisory (Crest) is a purpose driven SME (small and medium-sized enterprise) focused on improving public safety, through our 3 core practices; Consultancy, Insights and Inquiries. Through our team of justice, policing and public safety experts we identify and help solve complex problems arising from crime, vulnerabilities and wider social harms. Crest's fundamental mission is to make communities safer.

To meet this mission Crest's agreed strategic approach is to develop high quality, bespoke and actionable programmes of work, to meet our clients needs through collaborative ways of working that offer maximum value and efficiency to the market. Crest understands that to have maximum impact, we need to be flexible and agile in meeting changing client needs with specific regard to financial limitations and technological advances.

2. Quality Objectives

To deliver high quality products Crest is committed to rigorous quality assurance, management and control in line with our values of being credible, collaborative and courageous. Crest has **9 quality objectives**, grouped under two categories:

1. Process - Crest will put in place the right processes, to allow all staff, at the right points to identify quality issues, ensuring these are resolved and that high quality products are delivered
 - **Objective 1 - Quality Manual:** Crest will develop and review a quality manual, which sets out the procedure for ensuring quality management by staff, specific to roles and responsibilities - integrated into staff competencies and performance reviews. *Measure: Annual review completed; manual updated and version-controlled.*
 - **Objective 2 - Training:** Crest will equip staff with training on their roles and responsibilities in relation to quality management, segmenting between delivery and management roles. *Measure: Completion of annual training plan; training records maintained.*
 - **Objective 3 - Communication:** Crest will communicate our quality management approach annually to all staff, and publish our policy statement to ensure transparency to clients and wider stakeholders. *Measure: Annual all-staff communication confirmed; policy published on website.*
 - **Objective 4 - Client Understanding:** Crest will work with clients and wider stakeholders to understand their operating context, commissioning needs and

intended impact to ensure mutually profitable relationships. *Measure: Scoping meeting completed for all projects; client requirements documented in project passport.*

- **Objective 5 - During Delivery:** Ensure quality is actively managed throughout project delivery by requiring all projects to have a QA plan, applying the project passport, and submitting all final outputs for clearance. *Measure: QA plan in place for all projects; clearance process followed for all final outputs.*
 - **Objective 6 - Client Feedback:** Crest will put in place a robust client debrief process at the conclusion of all projects, synthesised annually to understand the extent to which Crest's quality outcomes were met and applying continuous learning to inform training and development. *Measure: Client debrief completed for all projects; annual synthesis presented at Management Review.*
2. Environment - Crest is committed to creating the right permissive environment in which staff are encouraged to follow process and credibly challenge quality to ensure continuous improvement and adaptation in line with market and client expectations
- **Objective 7 - Staff Capability:** Develop staff competencies, creativity, empowerment and accountability, aligning to our competency framework to high quality staff engagement. *Measure: PDR completion rate; training plan delivered; skills audit completed annually.*
 - **Objective 8 - Leadership:** Crest's leadership lives the values of being credible, collaborative and courageous and rewards all staff members where they implement Crest's values in the application of policies and procedures - highlighting best practice and innovation. *Measure: Staff survey results; evidence from shout-outs and recognition; management review.*
 - **Objective 9 - Governance:** Establish robust governance where the quality policy and manual are monitored and improvements and innovation are identified, adopted and communicated to all staff. *Measure: Management Review held annually; non-conformance log reviewed; amendment register updated.*

This policy, supported by Crest's quality management manual, forms the core foundation for high quality delivery. It is complemented by wider organisational policies and procedures, most notably ISO 27001 (data protection and security), safeguarding policy, ethical framework and our commitment and approach to social value.

Crest will measure the effectiveness of this policy by monitoring successful delivery, defined by being within the project budget, agreed timeframes, and meeting or exceeding client expectations. These factors will be considered alongside our organisational KPIs regarding revenue, profitability and market share.

Based on this monitoring and any legislative or organisational changes, this policy will be reviewed annually. The Partners for Consultancy and Insights and for Inquiries are responsible for this review. The Chief Executive is responsible for scrutiny and approval of the revised policy. Any changes made to this policy, or related process, will be recorded via our risk and assurance meeting.