Robust quality assurance, supply chain management, customer relations and complaints management processes are at the centre of the successful delivery of every project we undertake whatever duration or complexity. Quality-assured project management is predicated on honesty, transparency and, clear communication between team members, with beneficiaries, and with the Authority. We operate from a secure Contract Management Platform (CMP), giving the Authority continual access to project data. Our in-country delivery team will be available continually to the Authority in each jurisdiction, as well as the UK, to discuss progress and resolve issues. This approach, underpinned by the processes below, ensures that Torchlight consistently meets and exceeds client expectations.

Quality assurance. Torchlight operates to a Quality Management System (QMS), which exceeds the requirements of ISO 9001:2015 certification. The QMS covers a) output and outcome delivery; b) personnel performance measurement and management; c) beneficiary and stakeholder communications protocols; d) client liaison protocols; and e) approach to remediation. The QMS also sets standards (KPIs) for content, timeliness of delivery, efficiency, effectiveness, and economy. These measures give us full control over our performance, and ensure that delivery is measurable, accountable and transparent, reflecting international best practice.

Quality and supervisory control: Project governance will be maintained by Project Director/JHRP Advisor, Douglas McKenna, with full accountability to the Authority in line with the communication and escalation process outlined below. The PM Melissa Tierney will exercise day-to-day supervisory control, overseeing quality, project management and reporting to Douglas in line with the project schedule, and for specific instances where more corporate strategic supervision is required. This project leadership team is responsible for all aspects of quality assurance. The following key areas illustrate our supervisory approach:

▶ Design and delivery of training products. Our training products are designed in accordance with a best-practice policy, which is accredited to ISO 9001:2015 and certified by UK Skills for Justice (SfJ[1]). Our layered approach sees the use of classroom-based training, specified learning outcomes, assessment criteria, formative assessment so that learners can demonstrate progression. A Scheme of Work provides the training deliverer/facilitator with where, when and how the activities should be covered, including resources required to facilitate all learners meeting the outcomes. Valid, fair and sufficient summative assessments are planned against Assessment Specifications that define the criteria learners must demonstrate to meet the requirement of the course.

▶ Handling a failure to meet Objectives. Our agile workplan allows for maximum client visibility of delivery and accommodates flexibility in unpredictable contexts. If there is a risk that an objective will not be achieved, Douglas and Melissa will communicate this quickly and appropriately, either at formal review points (e.g. monthly meetings) or through immediate contact with the Authority. We will undertake an open and constructive discussion of reasons, consequences, and mitigations ensuring future delivery objectives are agreed and ensuring shared expectations amongst all parties.

▶ Personnel Management. All members of the project team will be managed by the PM to oversee performance management, set objectives, and conduct reviews. This ensures that objectives flow directly into the performance objectives, and are reflected in personnel performance management, ensuring that we meet and exceed the Authority's expectations. Should a member of the team be unable to deliver, Torchlight's extensive network of qualified Associates will be utilised to source a replacement.

Ongoing supply chain management and due diligence is delivered through our ISO 9001:2015 certified system and supported by bespoke processes for each jurisdiction. Our Supplier Evaluation Guide provides an auditable framework for the vetting, selection, and ongoing management of partners/suppliers. Evaluation criteria include financial checks, governance and statutory declarations and past performance references. With over £15m of equipment already procured and delivered to HMG, we can confidently vet new suppliers, who are then provided with an activity- and deliverable-based contract with invoices subject to a 3-stage review and with final approval by the Finance Director. All staff undergo Anti-Bribery, Safeguarding & Corruption training. All suppliers are contractually obliged to comply with the UK Bribery Act 2010 and subject to our policies on transparency and whistle blowing. Our contracts include the right to audit directly and oblige suppliers to provide commercial evidentiary chains. In the case of detected attempted fraud an Independent Review Party would be established with an external chair ensuring full disclosure to the Authority.

Customer support, complaints management and escalation procedures. We will always seek to raise concerns with the Authority and proactively avoid them escalating to complaints. In situations where this is not possible, 'issues' will be checked for factual accuracy and assessed for their level of severity before establishing an appropriate course of action and escalation. Where on-the-spot redress is possible, issues will be dealt with immediately by the TL and PM or escalated in line with the matrix below (to be adapted and approved during the Inception Phase). Issues, complaints and failure to meet a KPI will be recorded on the project issues log on the CMP, ensuring full transparency and accountability to HMG.

Issue	Commercial governance	Duty of care	Output delivery	Outcome delivery	Stakeholder relations
Torchlight Owner	Melissa Tierney	Melissa Tierney	Outcome Leads	Outcome Leads	Outcome Leads/TL
Torchlight Escalation	Eugene Morgan	Eugene Morgan	Doug McKenna	Doug McKenna	Doug McKenna
Client PoC	CSSF PM	CSSF PM	CSSF PM	CSSF SRO	CSSF SRO

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[1] http://sfjawards.com/