



Waverley

We. Make. Sense.

Waverley Management Consultants Ltd

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COMPLIANCE PROCEDURE

All associates or partners are sent a copy of our Statement of company policies. This contains policies on diversity, safeguarding, environment, health and safety and quality assurance. We believe that these policies are proportionate to the size and nature of Waverley's business as a specialist strategic foresight consultancy.

Before agreeing to be part of any submission for a new contract, associates are required to complete a Compliance Form which sets out both Waverley's and any contract specific requirements. On return, these are kept in a contract specific folder and form part of our processes to manage contracts in a fit and proper manner.

These policies are reviewed and updated annually.

They were last updated on 1 April 2026.



Alister Wilson
Director, Futures

Waverley Management Consultants Ltd - Sustainability policy

Waverley Management Consultants Ltd is committed to conducting its business in a manner that supports environmental sustainability, social responsibility and good governance. We recognise that, as a consultancy, our greatest environmental contribution lies not only in how we operate but also in the long-term decisions we help our clients make.

This statement sets out our approach to integrating sustainability into our business operations, consultancy services and relationships with clients, suppliers and associates.

Our Principles

We are committed to

- reducing the environmental impact of our operations
- delivering long-term social value through our consultancy work
- supporting equality, diversity and inclusion
- operating ethically and transparently
- complying with relevant legislation and recognised good practice
- continually improving our environmental and social performance

Delivering Sustainable Consultancy

We believe the greatest sustainability impact of our business comes through the quality of the advice we provide.

Our consultancy supports organisations to

- anticipate long-term environmental, technological and societal change
- understand complex systems and interdependencies
- explore future risks and opportunities
- develop more resilient strategies and policies
- strengthen organisational capability to respond to uncertainty

Where appropriate, sustainability considerations are embedded within our futures projects through systems thinking, horizon scanning, participatory engagement and long-term scenario development.

Reducing Our Environmental Impact

Although Waverley is a microbusiness, we seek continually to reduce the environmental impact of our operations.

We will

- operate a digital-first business model wherever practical
- use online meetings in preference to travel where this does not reduce the quality of engagement
- prioritise rail and public transport over domestic air travel whenever practicable
- combine meetings to minimise unnecessary travel
- minimise printing and use electronic documentation as the default
- purchase equipment with consideration of energy efficiency, durability and environmental performance
- reuse or recycle IT equipment through approved recycling schemes
- minimise waste and encourage reuse and recycling across our operations

Sustainable Procurement

We seek to procure goods and services responsibly by considering

- whole-life value rather than purchase price alone
- environmental performance
- ethical business practices
- equality and diversity
- quality and reliability
- opportunities to support local suppliers where appropriate

We expect specialist associates working with Waverley to uphold standards consistent with our own commitment to responsible business.

Social Value

We recognise that successful consultancy depends upon diverse perspectives and meaningful collaboration.

We will seek to

- promote equality of opportunity
- provide inclusive and accessible workshops and engagement activities
- work with specialist associates from a diverse range of backgrounds and expertise
- support knowledge transfer and capability building within client organisations
- create lasting value beyond the completion of individual commissions

Governance

Responsibility for implementing this Statement rests with the Director, Futures.

Sustainability considerations are incorporated into

- project planning
- procurement decisions
- travel planning
- project reviews
- annual business planning

Monitoring and Continuous Improvement

We review our sustainability performance annually. Lessons learned are incorporated into future working practices and policy updates.

Examples of areas monitored include

- business travel
 - digital versus face-to-face delivery
 - paper consumption
 - responsible procurement
 - waste and recycling
 - delivery of social value and knowledge transfer
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Our commitment

Waverley is committed to continually improving its environmental and social performance while helping clients make better long-term decisions that contribute to a more sustainable and resilient future.

Waverley Management Consultants Ltd - Diversity policy

Our Principles

- We are committed to promoting equal opportunities
- We value diversity and encourage fairness and justice
- We want to play our part in ensuring that there will be equal chances for everyone to work with us and be free from discrimination, victimisation or harassment

In order to live by these principles, we

- Encourage equality of opportunity for all people and actively promote good relations
 - Eliminate any conditions, procedures and individual behaviour that can lead to discrimination, victimisation or harassment, even where there was no intent to discriminate, particularly in relation to the protected characteristics defined by the Equality Act 2010.
 - Offer our services fairly to all people, ensuring that anyone in contact with us is treated with respect and care
 - Comply with all legislation dealing with discrimination and the promotion of equality, following the codes of practice issued to support this legislation
 - Make this policy known to all associates of the company
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Waverley Management Consultants Ltd – Social value statement

Waverley Management Consultants Ltd is committed to creating positive social value through the way we operate our business, deliver consultancy services and work with clients, associates and stakeholders.

We recognise that social value extends beyond the direct delivery of a contract. It includes strengthening organisational capability, supporting inclusive participation, developing people and helping public sector organisations make better long-term decisions that benefit society.

As a specialist strategic foresight consultancy, we believe our greatest contribution is enabling organisations to anticipate change, build resilience and make decisions that improve environmental, economic and social outcomes over the long term.

Our Principles

We are committed to

- acting with integrity and professionalism
- promoting equality, diversity and inclusion
- supporting collaboration across sectors and disciplines
- investing in people and capability
- supporting responsible economic development
- delivering lasting benefits beyond individual contracts.

Building capability

A fundamental objective of our work is to leave organisations better equipped to think about the future than they were before we started.

Where appropriate, we seek to

- transfer knowledge throughout projects;
- build confidence in strategic foresight methods;
- develop practical skills rather than simply deliver reports;
- leave clients with approaches they can continue to use independently

We believe this creates long-term value that extends well beyond the immediate outputs of a commission.

Supporting better public policy

Much of our work supports governments, regulators and public bodies facing complex strategic challenges.

Through systems thinking, participatory engagement and strategic foresight we help organisations

- anticipate emerging risks
- understand long-term societal change
- explore policy choices
- improve resilience
- make better-informed decisions for communities and future generations

Equality, diversity and inclusion

We believe better decisions are made when diverse perspectives are brought together.

We will seek to

- create inclusive and respectful working environments
- design workshops that encourage participation from people with different backgrounds and experiences
- make reasonable adjustments to enable participation
- treat everyone fairly and with respect
- select associates on the basis of expertise while promoting equality of opportunity

Supporting SMEs and specialist expertise

As an independent UK SME we actively collaborate with a network of specialist associates, academics and facilitators. This enables us to

- support highly skilled independent professionals
 - create flexible multidisciplinary teams
 - provide opportunities for smaller specialist organisations
 - retain expertise within the UK knowledge economy
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Responsible procurement

Where external goods or services are required we seek to

- use local suppliers where appropriate
- consider environmental performance
- support ethical business practices
- promote value for money across the whole life of procurement decisions

Wellbeing

We recognise that high-quality consultancy depends upon healthy, motivated and supported people.

We will seek to

- maintain positive working relationships
- promote respectful behaviour
- support flexible ways of working where appropriate
- manage workloads responsibly
- create a safe and supportive working environment for employees and associates

Measuring Social Value

We monitor our contribution through a combination of qualitative and quantitative measures, including

- client feedback
- knowledge transfer achieved during projects
- capability-building activities delivered
- diversity of project teams and participants where appropriate
- engagement with SMEs and specialist associates
- evidence of long-term organisational benefits arising from our work

Lessons learned are incorporated into future projects as part of our commitment to continuous improvement.

Continuous Improvement

We review our approach to social value annually.

We seek feedback from clients, associates and partners and continually improve our policies, working practices and project delivery to maximise the positive contribution we make to society.

Our Commitment

We recognise that the greatest social value we create is helping organisations make better decisions for the future.

By strengthening strategic thinking, encouraging collaboration, building organisational capability and supporting more resilient policy and investment decisions, we aim to leave every client stronger than when we began working together.

Waverley Management Consultants Ltd - Health and Safety policy

Waverley operates from the home of its Director who is the sole member of staff in the Company. A written Health and Safety Policy is not mandatory for our size of business but has been prepared, in recognition of the importance of health and safety.

So far as is reasonably practicable we will ensure that:

- Risk assessments of the workplace and workstation are carried out and reviewed annually
 - The workplace is safe and without risks to health or accidents
 - Any arrangements for use, handling, storage or transport of equipment or other goods for use at work are safe and without risk to health
 - Any risk whilst working away from the workplace is considered and appropriate action taken to ensure that working will be safe and without risk to health
 - Staff and associates of Waverley Management Consultants Ltd are expected to conform to all health and safety requirements relevant to its clients. In particular, this will apply to sites or premises operated by its clients. All staff and associates are expected to make every effort to conduct themselves in a manner which will minimise any risk to the staff or property of its clients.
 - Health and safety issues are monitored and appropriate action taken if new risks or issues are identified.
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Waverley Management Consultants Ltd - Quality Assurance policy

The aim of Waverley Management Consultants Ltd is to provide high quality and valued consultancy services in strategic futures and change management in a professional manner.

In order to achieve this we seek to:

- Work both individually and in partnership with other professionals to provide the right skills and expertise tailored to the needs of the client
- Achieve sound working relationships with clients and deliver a quality service, to time and budget
- Deliver consultancy services with efficient and robust working practices and systems
- We aim to offer our clients:
 - A competent, objective, evidenced-based approach to our work; and to be:
 - Reliable and thorough
 - Clear and concise in presentation
 - Personable and interactive
 - Flexible and creative

Our Quality Assurance system is designed to deliver the aims of the company and the needs of clients.

Customer Focus

- We put together the best possible skills and expertise to match the clients' needs
 - We provide a clear method and cost to our work at the start
 - We provide regular feedback to our clients during the course of any work
 - We discuss any issues and agree resolutions with the client as they arise
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People

- We work closely with other professionals to create a positive, efficient and productive working arrangement
- We provide clear task requirements when working with associates
- We provide robust project management when leading a team
- We work with other professionals who share our values and quality standards

Processes and Systems

- Our proposals set out what work will be undertaken and how
- Our work will always have a written proposal and final report to the client
- We seek client confirmation/agreement to key stages of work where required
- We plan our resources to ensure that clients' requirements can be met
- We agree any changes to the work and/or timetable with the client in writing

Waverley Management Consultants Ltd - Safeguarding policy

Waverley is a micro business that has one employee/Director. Its business model is to work with specialist associates to deliver to the needs of each individual contract. Our Safeguarding Policy is appropriate to the size and type of business.

So far as is reasonably practicable, we will ensure that we and any associates that we work with are aware of the need to safeguard the welfare of children and young people.

When working in any off-site premises, we would expect to:

- Make sure the client / building manager knows we are on site
- Avoid making contact with children or young people, unless in the course of delivering a contract and with adequate supervision
- Ensure our behaviour is of the highest standard and is not likely to be misinterpreted by potentially vulnerable children or young people
- Avoid any inappropriate language
- Dress appropriately for the situation
- Avoid exchanging contact details with vulnerable children or young people, unless required as part of a contract
- If required, Waverley associates will obtain DBS certificates.

We aim to avoid placing ourselves in situations which could be misinterpreted.

Waverley Management Consultants Ltd - Welsh Language

We share the Welsh Government's commitment to equality between Welsh and English languages as expressed through The Welsh Language (Wales) Measure 2011 and current Welsh Language Standards.

Where required by a contract, we will aim to comply with relevant Service Delivery Standards. Our team includes native Welsh language capability and a trusted external Welsh translation capability to Welsh Government standards. We only use trusted translators in our contracts.

Examples of the standards that we will aim to comply with are:

- Any stakeholders or consultees who wish to converse in Welsh will be able to do so e.g. by email, telephone or in face to face meetings.
 - Any documents produced for public use e.g. final reports will be produced in Welsh and English.
 - English versions will clearly state that documents are also available in Welsh.
 - Where Welsh language versions are produced, they will not be treated less favourably than English versions.
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Waverley Management Consultants Ltd – Information Governance and Data Management policy

Waverley Management Consultants Ltd understands that it has a responsibility for managing data used in its work. This might be data/ information related to people, organisations or geographic areas, required for the specific purpose of carrying out a commissioned study and obtained from published sources or primary research.

Data/Information

We ensure data/information is managed carefully and securely and that, where information is obtained from people and organisations, the principles for its use are understood and followed.

- Informed consent. Where people or organisations provide data for a study, this will be on the basis of their informed consent to the use and distribution of this data. This principle includes data collected by third parties and passed to Waverley Management Consultants Ltd where appropriate consideration will be given to the actions of the third party and the data collection procedures used.
- Responsible, fair and honest use is made of all data
- Personal data is only obtained for a specific purpose associated with study. Data should be adequate, relevant and not excessive for the purposes required. Data should be accurate and kept up-to-date where appropriate and necessary. Data should not be kept for longer than is necessary for purpose.
- Data will be stored for a recommended period of 6 years after the end of the study, balancing the need to retain adequate records of the study with the desire not to hold data longer than is necessary. After this time period, data will be destroyed.

The Project Manager for each study will undertake the detailed management of data for the study and ensure that this is kept safely (both during a study and when archived) with access provided to those who need to make use of the data for the study purposes.

Individual rights

We adhere to the Information Commissioner's Office guide to individual rights:

- **Right to be informed:** Individuals have the right to be informed about the collection and use of their personal data.
- **Right of access:** Individuals have the right to access and receive a copy of their personal data, and other supplementary information.
- **Right to rectification:** The UK GDPR includes a right for individuals to have inaccurate personal data rectified, or completed if it is incomplete.
- **Right to erasure:** The UK GDPR introduces a right for individuals to have personal data erased.
- **Right to restrict processing:** Individuals have the right to request the restriction or suppression of their personal data.
- **Right to data portability:** The right to data portability allows individuals to obtain and reuse their personal data for their own purposes across different services.
- **Right to object:** The UK GDPR gives individuals the right to object to the processing of their personal data in certain circumstances.

Waverley Management Consultants Ltd - Modern Slavery Policy

Introduction

Waverley is committed to preventing modern slavery and human trafficking in its business activities and supply chains. We recognize our responsibility under the Modern Slavery Act 2015 to ensure transparency in all areas of our operations. As a microbusiness, we may not have large, complex supply chains, but we take this issue seriously and strive to act ethically in all business practices.

Our Commitment

We are dedicated to ensuring that:

- Modern slavery, including slavery, servitude, forced or compulsory labour, and human trafficking, has no place in our business or supply chains.
- We act with integrity in all our business dealings.
- We maintain policies and processes that safeguard against human rights abuses.

Risk Assessment

Due to the size of our business, we believe the risk of modern slavery occurring in our operations is low. However, we remain vigilant in assessing potential risks, particularly in areas where labour practices may not be transparent.

Due Diligence

To mitigate the risk of modern slavery within our supply chains, we:

- Only work with suppliers who share our values and adhere to ethical labour standards.
 - Expect all suppliers and contractors to comply with UK law on modern slavery.
 - Conduct periodic reviews of our supply chain and business partners to ensure compliance.
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Training and Awareness

We aim to ensure all team members understand the issues of modern slavery and can identify potential risks. As such, we will:

- Provide basic training to staff on identifying modern slavery practices and understanding our policy.
- Encourage an open environment where employees can report concerns about unethical labour practices.

Reporting and Accountability

We encourage all employees, partners, and suppliers to report any concerns related to modern slavery or human trafficking. Concerns should be raised with the Director, Futures who is responsible for investigating and taking appropriate action. We

Continuous Improvement

We are committed to continuously improving our approach to preventing modern slavery. This includes reviewing this policy on an annual basis and updating it as necessary in response to new risks or changes in our business activities.
