

Learner and Employer Feedback Management Policy

Applicability

This policy applies to all divisions, subsidiaries, departments, and associated organisations within Twin Group. It is binding on all employees, contractors, and stakeholders engaged in activities on behalf of the Group. All members of the Group are expected to adhere to the principles, standards, and requirements set out herein.

Introduction

At Twin Group, we value the insights of our learners, employers, and stakeholders. Feedback is central to our commitment to continuous improvement, ensuring that services are effective, responsive, and meet the needs of those we serve. Historically, while feedback has been collected, the follow-through on resulting actions has been inconsistent. This policy formalises how feedback is managed, tracked, and used to drive improvements across all operations.

Purpose

The purpose of this policy is to:

- Define the approach for collecting, reviewing, and responding to learner and employer feedback.
- Ensure feedback leads to meaningful, measurable improvements in service delivery.
- Embed accountability and transparency in the feedback process.
- Support the overarching Continuous Improvement Policy.

Scope

This policy applies to all Twin Group divisions, departments, and subcontractors involved in service delivery. All employees and partners are expected to comply with this policy and actively participate in feedback management processes.



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1. Feedback Collection

Feedback may be gathered through:

- Contract-specific surveys agreed with the Contract Manager and Quality and Standards Manager.
- Follow-up surveys, interviews, or focus groups with learners and employers.
- Localised quality reviews (deep dives / learner voice) or course evaluations.

Subcontractors are required to participate in feedback collection and provide timely, accurate responses as part of their contractual obligations.

2. Feedback Review and Analysis

The Quality function will formally review learner and employer feedback three times per year in line with the Quality Cycle.

Feedback is analysed to:

- Identify trends and recurring issues.
- Assess whether previous improvement actions have been effective.
- Inform development and organisational decision-making.

Action plans are created for all feedback requiring intervention, including responsibilities, timelines, and measurable outcomes.

3. Response and Action (“You Said, We Did”)

Twin Group commits to communicating improvements resulting from feedback through a “You Said, We Did” update at least twice per year.

This ensures learners, employers, and stakeholders can see that their feedback is valued and acted upon.

The Quality function will track completion of all actions and verify the resulting improvements.

4. Roles and Responsibilities

- **Contract Managers and Quality & Standards Manager:** Agree on survey design, collection, and analysis.
- **Quality Function:** Lead formal reviews, track action plans, and ensure completion.
- **Operational Teams:** Implement actions arising from feedback and provide updates to Quality via action planning.

- **Subcontractors:** Engage in feedback processes, implement agreed actions, and report progress. Feedback collated directly from subcontractors is to be shared directly with the contract manager.
- **Learners and Employers:** Provide honest and constructive feedback to inform service improvements.

5. Continuous Improvement

Feedback management is closely aligned with the Twin Group Continuous Improvement Policy, ensuring that lessons learned from learner and employer feedback directly inform design, delivery, and evaluation.

Action plans arising from feedback are integrated into wider quality cycles and organisational improvement initiatives, providing a structured approach to embedding change.

Lessons learned are shared internally across teams to promote best practice, support staff development, and prevent recurrence of issues, reinforcing a culture of continuous improvement throughout the organisation.

6. Monitoring and Reporting

All feedback, associated actions, and resulting improvements are logged and tracked within a central system to ensure transparency and accountability. Instances of non-response or incomplete actions are escalated to the relevant managers to maintain oversight and ensure timely completion.

Feedback and improvement actions from subcontractors are also monitored closely to ensure alignment with Twin Group standards, quality expectations, and continuous improvement objectives, maintaining consistency across all delivery partners.

7. Review

This policy is reviewed annually by the Quality and Standards Manager, with any updates communicated to all staff and subcontractors.

Revisions will reflect organisational changes, evolving stakeholder expectations, and improvements identified through feedback, ensuring that the policy remains current, effective, and fully aligned with the organisation's continuous improvement objectives.