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Public

Twin Continuous Improvement Policy

Applicability

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

1. Introduction

Continuous improvement lies at the heart of the Twin Vision and Strategic Objectives, encompassing every aspect of our organisation's operations. Through continuous improvement, we drive organisational excellence, enhancing the value we deliver to all stakeholders, including commissioners, funders, learners, employees, supply chain partners, and society both nationally and internationally.

This commitment supports long-term successful outcomes for learners and participants, strengthens our organisational performance, and maximises impact at every opportunity. Our focus is on consistently improving quality, effectiveness, and cohesion across all levels and areas of the organisation.

2. Purpose

This policy outlines the Twin's approach to continuous improvement across all organisational processes and practices. It aims to drive service excellence, strengthen quality management, and promote innovation while ensuring maximum value for money.

3. Policy Statement

By embedding a culture of continuous improvement, Twin will:

- Prioritise understanding, responding to, and exceeding the expectations of all stakeholders.

- Regularly review approaches, methods, and processes through structured monitoring and improvement cycles, using appropriate tools and implementing identified improvements.
- Benchmark and measure the performance of key processes to ensure progress and effectiveness.
- Utilise robust, system-generated data at all levels to inform decision-making based on evidence rather than opinion.
- Maintain clear, transparent, and open communication internally and externally.
- Minimise cycle times across all processes to deliver services efficiently and effectively.
- Encourage active teamwork as a standard approach to achieving organisational outcomes.
- Recognise, celebrate, and promote improvement initiatives.
- Foster a culture in which continuous improvement is everyone's responsibility and change becomes routine.
- Build, develop, and value strong partnerships with participants, learners, colleagues, and all stakeholders.
- Promote learning from successes and challenges to enhance organisational resilience and innovation.
- Ensure accountability at all levels for identifying and implementing improvement opportunities.

We will do this by:

- Creating a culture of continuous improvement within our company and the organisations with whom we work through our vision, mission, behaviours, and values cascaded through all staff objectives.
- Investing in the continual professional development of our staff to ensure emerging best practice is adopted across our operations and supply chains and our approach remains current and relevant.
- We are committed to working towards, achieving, and maintaining recognised quality standards, for example, Ofsted frameworks, DFE/DWP funding and audit requirements, awarding organisation regulations, and the Matrix Standard, while consistently promoting best practice across all the sectors in which we work
- Providing a professional service that exceeds expectation and provides value for money for commissioners.
- Ensuring our services are delivered efficiently, effectively, and consistently, meeting the individual needs of the participants and learners we support, and commissioners.

- Continually monitoring, evaluating, improving, and developing our own service and standards to meet the changing needs of participant's and learners we support, communities in which we work, all stakeholders, partners, and commissioners.
- Implementing, collating, and analysing feedback and satisfaction processes and methodologies through a User Involvement Strategy recognising the voice of all beneficiaries, employees, stakeholders, and partners to continually inform improvement across all organisational processes, systems, and programmes.

4. Embedding Continuous Improvement

Twin ensures continuous improvement is embedded across all operations through structured monitoring, review, and feedback mechanisms.

Key activities include:

Ongoing Monitoring and Feedback

- Collecting qualitative and quantitative feedback from stakeholders, learners, participants, parents, and carers, where appropriate.
- Analysing complaints and appeals to identify root causes and prevent recurrence.
- Using management meetings at all levels to identify areas for improvement.

Structured Reviews

- Reviews are conducted in line with the organisation's Quality Cycle to ensure a consistent and systematic approach to continuous improvement.
- A comprehensive self-assessment is undertaken across all organisational support and delivery areas. This process is informed by performance data, observation outcomes, learner and employer feedback, audit findings, and commissioner requirements. The self-assessment identifies strengths and areas for improvement, directly feeding into the Quality Improvement Plan (QIP).
- All policies and procedures are reviewed annually to ensure they remain current, compliant, and effective. Feedback is taken from internal staff, learners, employers, and external stakeholders (such as awarding organisations, funding bodies, and commissioners) to ensure they reflect best practice and regulatory expectations.

Auditing and Compliance

- Annual audits conducted by externally appointed auditors to assess compliance with regulatory and legislative frameworks.
- Twin operates a three-lines-of-defence Risk Assurance model to ensure accountability and oversight.
  - **First Line – Operations:** Day-to-day management teams identify risks, implement controls, and drive improvements.
  - **Second Line – Quality & Compliance:** Provides oversight, monitors compliance with policies, regulations, and standards, and supports improvement actions.
  - **Third Line – External Assurance:** Independent auditors and regulators validate that controls and processes are effective and compliant.

Risk Management and Business Continuity

- Established risk management procedures, including risk registers aligned with the Risk Assurance Framework.
- Business continuity and succession planning to strengthen organisational resilience and ensure continued delivery amid internal and external risks.

Improvement Tools and Techniques

- Utilisation of continuous improvement tools and techniques to identify areas for “deep dives,” enhancing efficiency, effectiveness, and quality while providing value for money.
- Benchmarking and performance measurement of key processes to drive operational excellence.

Integration and Accountability

- All monitoring, review, and improvement activities are integrated into a cohesive continuous improvement approach, ensuring accountability at all levels.
- Managers and staff are responsible for implementing actions arising from monitoring and review activities, ensuring lessons are learned and improvements sustained.

5. People, Culture, and Communication

Twin is committed to fostering a culture of continuous improvement, learning, creativity, and innovation. Staff are accountable for their own performance and encouraged to actively seek opportunities for professional growth, supported by the organisation's development pathways, including:

- Mandatory training
- Internal Apprenticeships
- Targeted Continuous Professional Development
- Staff Training Pathways to support progression for all employees

Through performance management activities, staff are supported to understand their contribution to the organisation, share knowledge and experience, work collaboratively to solve problems using established tools and techniques, and embed continual improvement into their daily practice.

Staff engagement is further encouraged through participation in surveys and feedback mechanisms, ensuring their insights inform improvement activity, enhance contract delivery, and positively impact outcomes for learners and participants.

Internal Communication

- This policy will be shared with all staff during induction and reinforced through performance management, service delivery training, and Group-wide communications via the intranet and updates.
- Updates arising from scheduled policy reviews or evaluations will be communicated via team meetings, email, or intranet newsfeeds.
- Staff are required to acknowledge receipt and completion of relevant training, with records maintained in HR personnel files.
- Open, consistent communication ensures staff are informed, engaged, and accountable for implementing continuous improvement initiatives.
- Communication with Learners and Participants
- Communication with beneficiaries is two-way: Twin is responsive, consistent, and effective while actively listening to learners and participants.
- Feedback is used to drive service improvements, enhance delivery, and inform organisational decision-making.
- Methods for gathering insight include:
  - Collecting satisfaction data
  - Facilitating organisational change
  - Driving excellence and performance
  - Supporting continuous improvement initiatives

This integrated approach ensures that both people and processes are engaged in continuous improvement, creating a culture where learning, communication, and accountability drive organisational excellence.

6. Responsibilities

This policy applies to all Twin operations, nationally and internationally, including services delivered by supply chain. All supply chain partners are expected to maintain a continuous improvement policy and relevant procedures that meet or exceed Twin standards.

- For partners without an existing policy, Twin will share its own to encourage adoption and implementation.
- Where Twin holds quality accreditations, partners will be supported and encouraged to achieve equivalent standards.
- Compliance with the standards outlined in this policy will be incorporated into subcontract agreements or service level agreements.
- Twin will monitor and review partner performance to ensure adherence to continuous improvement expectations and alignment with organisational objectives.

7. Policy Implementation

Strategy, Governance, and Leadership

- Continuous improvement begins with the Strategic Objectives set by the Chair, non-executive directors, and the Board, and is delivered through the CEO and Executive Team via Operational Plans.
- All staff are responsible for working within the principles and guidance of this policy.
- The Board will:
    - Sponsor and foster a culture that prioritises continuous improvement across all Twin operations.
    - Review the Continuous Improvement Policy and associated measurable objectives annually, setting the risk appetite for the year ahead.
- Quality cycle processes monitor and evaluate the progress of continuous improvement strategies and measurable objectives.

- Operational and Support Directors will set objectives and key performance indicators (KPIs) across their areas to support staff in achieving continuous improvement goals.

Monitoring and Support

- The Board oversees the continuous improvement service strand across the organisation.
- The Assistant Director Education & Skills and Academic Director works with their teams and support departments who are responsible for collating, reporting, monitoring, evaluating, and assuring data and information to drive improvement. Teams include:
  - Quality
  - Safeguarding
  - Compliance
  - Continuous Improvement in Ireland and International operations

Purpose of the Quality Teams:

- Embed a culture of continuous improvement across Twin.
- Provide accurate, timely information to enable staff, non-executives, and Board to fulfil their roles effectively.
- Ensure governance bodies can challenge, scrutinise, and make informed decisions.
- Inform service and delivery development to enhance learner and participant experience.
- Ensure all organisational areas meet or exceed Commissioner and Regulator quality requirements.
- Support accurate and timely claims, minimising audit issues and financial risk.
- Engage stakeholders, employees, learners, and participants in service design and improvement.

Operational Review and Performance Monitoring

- Leaders conduct regular local meetings with their teams to monitor continuous improvement.
- Weekly performance reviews take place with the CEO & CFO to monitor contract performance, quality, and compliance, ensuring alignment with the established quality cycle.
- Identified risks are addressed promptly through targeted interventions and improvement plans, overseen by the Assistant Director Education & Skills and Academic Director.

- Continuous learning is embedded across the organisation, with staff engaged in improvement initiatives and lessons learned integrated into operational practice.

8. Partnerships & Supply Chain

Twin systematically defines the activities required to meet learner and participant needs as part of our contract implementation processes. This ensures that the resources, working practices, and tools necessary to fulfil all contractual and legal obligations are identified and implemented for both internal teams and supply chain partners.

- Documented processes clearly assign responsibility and accountability for managing activities and provide staff with guidance to deliver to required standards.
- These processes create a framework to measure, analyse, and improve performance, ensuring continuous improvement across all delivery.
- Supply chain partners are encouraged to share best practice, fostering collaboration and strengthening networks locally, regionally, nationally, and internationally.
- Twin supports supply chain partners to align with our quality standards, including sharing policies, guidance, and where applicable, supporting accreditation or compliance initiatives.
- Regular monitoring, reporting, and review ensure that both internal teams and supply chain partners maintain high standards, drive performance improvements, and meet learner and participant outcomes.

This approach ensures that all partnerships operate effectively, deliver high-quality outcomes, and contribute to the organisation’s overarching commitment to continuous improvement and stakeholder satisfaction.

9. Contract bid, design and implementation.

Continuous improvement is embedded throughout the contract lifecycle, from bid to completion:

- **Commercial** – Identify and bid for commissioned work that aligns with Twin’s strategic objectives and incorporates the voice of beneficiaries to inform service design.

- **Mobilisation** – Transition smoothly from successful bidding to operational delivery, ensuring resources, processes, and teams are ready to deliver services effectively.
- **Delivery** – Provide person-centred services using innovative and flexible delivery models, continually reviewing performance and identifying opportunities for improvement.
- **Completion** – Manage contract exit, either at the natural end of the contract or in the case of termination, capturing lessons learned to inform future bids and delivery.

10. Learners and participants

Twin actively involves learners and participants in the design, delivery, and continuous improvement of our services. Feedback is collected, monitored, and acted upon to enhance service quality and operational performance.

Engagement and Collaboration

- Work collaboratively to maintain consistency, manage change effectively, and drive improvement.
- Foster a culture of ongoing innovation and meaningful change linked to service quality.
- Develop learners' and participants' capacity to provide input and shape services.

Feedback and Continuous Improvement

- Review complaints, feedback, and survey results to identify trends and inform updates to policies, procedures, and delivery.
- Analyse resolution times and measure the impact of improvement actions.
- Use insights from learners and participants to co-design service developments and enhance outcomes.

Mechanisms for Insight

- Contract-specific surveys in partnership with commissioners.
- Follow-up surveys and localised quality reviews to explore feedback in depth.

11. Self-Assessment and Review

Annual self-assessment is central to Twin's continuous improvement framework. It enables robust and honest reflection on organisational performance, building on strengths and addressing areas for improvement. Principles from commissioners and regulators are used as minimum benchmarks and examples of best practice.

Continuous Improvement Plans

- Contract-specific improvement plans set out timeframes, monitoring milestones, and actions for all areas of the organisation.
- Plans are reviewed monthly and updated based on progress, internal audits, and external evaluations.

External Evaluation and Audits

- External evaluation includes DWP Provider Assurance Team (PAT) audits, Ofsted inspections, DFE accountability frameworks, commissioner-led project evaluations, and international audits (e.g., QQI, British Council).
- Independent external audits, including the annual subcontracting assurance audit, further support continuous improvement.

Quality Review and Staff Observation

- Annual Quality Reviews involve all staff engaged in service delivery, with observation schedules produced and updated by each division/department.
- Observations of vocational training delivery are conducted only by staff qualified in the relevant subject area.
- Outcomes inform organisational and contract-wide improvements, as well as individual staff development, including teaching, digital skills, and careers guidance.

12. Review

Twin's review processes, through auditing, data analysis, surveys, and reporting, gather management, stakeholder, and learner/participant information to assess the effectiveness and impact of our services and drive improvements.

Key Information Gathered:

Organisational Results:

- Financial and operational performance (financial reports, management information)
- Compliance rates (internal audits, compliance testing, management review)
- Issues and incidents (non-conformities, irregularities, information security breaches, health & safety incidents)

Customer Results:
- Commissioner satisfaction (engagement, satisfaction surveys)
- Service user satisfaction (surveys, complaints, focus groups)

People Results:
- Staff satisfaction (surveys, turnover, exit interviews)
- Irregularities (disciplinary actions, fraud, theft, whistleblowing)

Societal Results:
- Learner, employer, stakeholder outcomes and satisfaction (programme/exit surveys, focus groups, complaints, compliments)
- Safeguarding disclosures and alerts
- Stakeholder feedback (surveys, complaints, compliments)

Outputs of Review Processes:
- Alerts to control failures, emerging risks, and issues
- Intelligence to inform decision-making
- Assurance of effective control and compliance

Policy Revision Record

Version	Date	Author/Editor Name & Role	Description of Change	Approved By	Next Review Date
1.0	DD/MM/YY	Name & Role	Full Policy review and update to reflect new regulations	Manager/Board	DD/MM/YY
2.0	DD/MM/YY	Name & Role	Minor edits (spelling, formatting)	Manager/Board	DD/MM/YY