CONTROLLED POLICY

A04 – COMPLAINTS, CONCERNS AND SERVICE FEEDBACK POLICY

Policy Reference	A04	**Version**	1.0
Policy Owner	PHSSL Staffing Limited	**Approved By**	Lade Awosika, Director
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Applies To	All PHSSL Staffing Limited staff, workers and relevant contractors	**Supersedes**	New policy

1. Purpose

PHSSL Staffing Limited welcomes complaints, concerns, compliments and other service feedback as an important source of learning and improvement. This policy sets out a fair, accessible and timely process for receiving, recording, investigating, responding to and learning from feedback about our recruitment and staffing services.

2. Scope

This policy applies to complaints and feedback from candidates, agency workers, employees, clients, prospective clients, representatives and other people affected by PHSSL Staffing Limited's services. It applies to temporary staffing, permanent recruitment, recruitment processes, assignments, payroll administration, communications, conduct and service quality.

3. Policy Principles

- People may raise a concern without fear of unfair treatment or disadvantage.
- Complaints will be taken seriously and handled respectfully, objectively and confidentially.
- Information about how to complain will be made reasonably accessible.
- Complaints will be acknowledged and investigated proportionately.
- Where possible, concerns will be resolved promptly and at the most appropriate level.
- People will be kept informed where an investigation takes longer than expected.
- Complaints will be used to identify learning, trends and service improvements.
- Safeguarding, whistleblowing, discrimination, criminal or serious regulatory concerns will be escalated through the appropriate procedure rather than treated only as routine complaints.

4. Who May Raise a Complaint

- A candidate or job applicant.
- An agency worker, temporary worker or employee.
- A client or prospective client.
- A person's representative where authorised or otherwise appropriate.
- A member of the public affected by PHSSL Staffing Limited's activities.
- Another organisation or professional with a legitimate concern.

5. What May Be Complained About

- Recruitment, registration or communication delays.
- Staff conduct, professionalism or behaviour.
- Assignment, booking, cancellation or placement issues.
- Quality, suitability or reliability of supplied workers.
- Payroll, timesheet or holiday-pay administration.
- Recruitment decisions or concerns about fairness.
- Confidentiality, privacy or information handling.
- Customer service or failure to respond.
- Alleged discrimination, harassment or inappropriate behaviour.
- Any other aspect of PHSSL Staffing Limited's service.

6. How to Raise a Complaint or Concern

A complaint may be made verbally or in writing, including by telephone, email, online contact route or correspondence. PHSSL will not insist on a particular format where the concern can reasonably be understood. Staff receiving a verbal complaint should make an accurate record and confirm key details with the complainant where practicable.

7. Immediate Resolution

Straightforward concerns may be resolved promptly by the staff member or manager receiving them where this is appropriate and within their authority. The outcome should still be recorded where the issue is material, recurring or relevant to quality monitoring.

8. Acknowledgement

Formal complaints should normally be acknowledged promptly. The acknowledgement should explain, where relevant, who is handling the matter, any information required, the intended investigation process and how the complainant will be updated.

9. Investigation

The investigation will be proportionate to the seriousness and complexity of the complaint. The investigator should be sufficiently independent of the matter complained about wherever reasonably practicable.

- Establish the issues requiring investigation.
- Review relevant records, contracts, communications, timesheets, recruitment or compliance information.
- Obtain accounts from relevant staff, workers or other persons where appropriate.
- Consider client information and contractual responsibilities.
- Distinguish evidence, allegation and opinion.
- Consider whether immediate risk-control or safeguarding action is required.
- Maintain an appropriate record of evidence, decisions and actions.

10. Response and Outcome

The complainant will receive a clear response when the investigation is complete. Depending on the circumstances, the response may explain the findings, actions taken, learning identified, an apology where appropriate and any available route for further review. Confidential employment or personal information about another person will not be disclosed merely because it relates to a complaint.

11. Timescales

PHSSL Staffing Limited aims to resolve complaints as promptly as reasonably possible. Where a full response cannot be provided within the expected period because of complexity, availability of evidence or another legitimate reason, the complainant should receive an update and a revised expected response timeframe.

12. Complaints From Agency Workers and Candidates

Agency workers and candidates may raise concerns about recruitment, assignments, communication, pay administration, treatment or other PHSSL matters. Raising a genuine complaint will not, by itself, be used as a reason to withhold work, disadvantage a candidate or retaliate against a worker.

13. Complaints From Clients

Client complaints about a supplied worker or service will be recorded and assessed promptly. PHSSL will consider immediate safety, contractual requirements, the worker's right to a fair process and whether the worker should remain on the assignment while enquiries take place. A client request to remove a worker will be managed professionally but does not automatically determine any separate employment or disciplinary outcome.

14. Complaints About Worker Conduct

Where a complaint alleges misconduct by a worker, PHSSL will consider whether safeguarding, disciplinary, capability, professional-registration, police or other procedures are required. Relevant information will be shared only where lawful and necessary. Serious allegations must not be dismissed as ordinary customer-service issues.

15. Safeguarding Concerns

Any complaint suggesting abuse, neglect, exploitation, unsafe care or risk to a child or adult at risk must be escalated immediately under the relevant PHSSL safeguarding procedure and, where applicable, the client's safeguarding arrangements. Safeguarding action must not wait for the routine complaints process to finish.

16. Whistleblowing and Speaking Up

A worker or employee raising concerns about wrongdoing, unsafe practice, legal breaches or concealment may be protected under whistleblowing law and PHSSL's Speaking Up / Whistleblowing Policy. Staff must identify when a complaint should also be managed as a protected disclosure.

17. Discrimination, Harassment and Victimisation

Allegations of unlawful discrimination, harassment or victimisation will be treated seriously and escalated appropriately. PHSSL will not tolerate retaliation against a person for raising a genuine equality-related concern.

18. Payroll and Timesheet Complaints

Pay-related concerns will be checked against approved timesheets, assignment terms, payroll records and applicable statutory requirements. Where an error is identified, PHSSL will correct it as soon as reasonably practicable and document the adjustment.

19. Confidentiality

Complaint information will be shared only with people who need it for investigation, safeguarding, legal, contractual or governance purposes. Absolute confidentiality cannot be promised where disclosure is necessary to investigate fairly, protect a person from harm or comply with law.

20. Anonymous Complaints

Anonymous concerns will be considered according to the information available, seriousness of the allegation and ability to verify the matter. Lack of a named complainant does not prevent action where credible information indicates a safety, safeguarding or legal risk.

21. Unreasonable or Persistent Behaviour

PHSSL will remain fair and respectful even where a complainant is dissatisfied. However, abusive, threatening, discriminatory or excessively repetitive behaviour may be managed proportionately. Any restriction on communication should be authorised by management, documented and should not prevent genuine new safety or safeguarding concerns from being considered.

22. Compliments and Positive Feedback

Compliments and positive feedback will also be recorded where useful. They may be shared with relevant staff or workers and used to recognise good practice, subject to confidentiality and consent considerations.

23. Learning and Service Improvement

- Identify recurring themes and root causes.
- Review whether policies, training or communication require improvement.
- Consider whether recruitment, allocation, compliance or payroll controls require change.
- Share relevant learning with staff while maintaining confidentiality.
- Track agreed actions to completion.
- Use complaint information as part of governance and quality assurance.

24. Record Keeping

PHSSL will maintain appropriate complaint records showing the issue raised, dates, investigation activity, findings, response, actions and closure. Records will be stored securely and retained in accordance with PHSSL's records-management and data-protection requirements.

25. External Escalation

Nothing in this policy prevents a person from contacting an appropriate external body where they are entitled to do so. Depending on the issue, this may include a relevant regulator, enforcement body, safeguarding authority, professional regulator, employment tribunal process, police or other competent authority. PHSSL will cooperate with lawful enquiries.

26. Staff Responsibilities

- Listen respectfully and avoid becoming defensive.
- Record complaints accurately and pass them to the appropriate person promptly.
- Take immediate action where safety or safeguarding is at risk.
- Preserve relevant evidence and records.
- Maintain confidentiality.
- Cooperate honestly with investigations.
- Implement agreed learning and corrective actions.

27. Management Responsibilities

- Ensure complaints are acknowledged, assessed and allocated appropriately.
- Ensure investigators are suitably objective and competent.
- Monitor safeguarding, legal and regulatory implications.
- Provide fair responses and appropriate updates.
- Identify trends, learning and corrective actions.
- Monitor completion of improvement actions.
- Report significant complaint themes through governance arrangements.

28. Related PHSSL Staffing Policies

- A01 Governance and Quality Assurance Policy.
- A03 Records Management, Confidentiality and Data Protection Policy.
- A05 Duty of Candour and Open Communication Policy.
- B01 Safeguarding Adults Policy.
- B02 Safeguarding Children and Young People Policy.
- B03 Whistleblowing / Speaking Up Policy.
- C05 Equality, Diversity and Inclusion Policy.
- D03 Placement, Booking, Allocation and Cancellation Policy.
- D05 Timesheets, Pay, Holiday Pay and Payroll Policy.

29. Monitoring and Review

Complaint information will be reviewed through governance and quality-assurance processes. This controlled policy will be reviewed at least annually, or sooner following significant legal, regulatory or organisational change, serious complaints, identified trends, audit findings or learning.

Approved by	Lade Awosika
Position	Director
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Approval date / next review	September 2026 / September 2027