
Complaints Policy

Policy Owner	Director of Operations
Approved By	Board of Directors
Version	1.0
Effective Date	September 2026
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Applies To	All LTS Group directors, staff, workers and candidates, and clients or organisations wishing to raise a complaint about our services or a candidate placed with them

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1. Introduction

LTS Group follows strict standards to ensure that all candidates we supply to our clients are of the highest professional and personal calibre. We take seriously any concerns raised regarding our staff and our candidates (and the organisations in which we place candidates).

This policy sets out the action we will take when concerns are raised with us and should be read alongside our Code of Conduct, Safeguarding Children Policy, Allegations Policy and Safer Recruitment Policy.

2. Scope of the Policy

This policy applies to anyone employed by LTS Group, including our Directors, staff, and any work placement or volunteers, or anyone registered with us as a candidate.

Any member of staff or candidate who wishes to raise a concern regarding their conditions at work (or similar) should do so through LTS Group's Grievance procedures, and should also refer to the Whistleblowing Policy.

Any organisation or service wishing to complain about our services, or about the suitability or capacity of any candidate placed with them, should do so under this procedure.

3. Concerns That an Adult May Have Harmed, or Be a Risk to, Children

A concern may be raised against an adult which suggests that they may be a risk to a child. This includes people who may have:

- behaved in a way that has harmed a child, or may have harmed a child;
- possibly committed a criminal offence against or related to a child;
- behaved towards a child or children in a way that indicates they may pose a risk of harm to children; or
- behaved, or may have behaved, in a way that indicates they may not be suitable to work with children.

If a concern meets these criteria, the process outlined in the Allegations Policy should be followed instead of this policy.

4. Complaints Procedure

LTS Group is committed to providing a high-level service to our candidates, clients and customers. If you do not receive satisfaction from us, we need you to tell us about it. This helps us to improve our standards. We ensure that making a complaint is as easy as possible, and we treat complaints as a clear expression of dissatisfaction with our services, calling for immediate action.

In the first instance, we ask for complaints to be resolved informally. Should this not be possible, complaints must be made formally in writing, by either email or letter, using the contact details at the end of this policy.

Your complaint should contain the following information:

- your full name and contact details;
- an explanation of the issue as clearly and fully as possible, including any action taken so far; and
- the names of the employees, clients or candidates involved, and the resolution sought.

Next Steps

We will record your complaint upon receiving it.

We endeavour to send you an acknowledgment of your complaint within 5 working days and confirm what will happen next. This will be communicated by either letter or email, depending on how the complaint was received. We will also let you know the name of the person who will be dealing with your complaint.

We may need to verify your identity and may request additional information or documentation from you.

We will then investigate your complaint. This will normally involve the following steps:

- reviewing your complaint;
- speaking with you;
- establishing the relevant facts;
- speaking to the person(s) you have dealt with and any other relevant parties; and
- requesting further information or documents from you as appropriate.

We will let you know the outcome of this review within 10 working days of acknowledgement. However, if you have raised a request for access to information held about you on our system (a "Subject Access Request"), we may take up to one month to respond, subject to the UK GDPR.

If we have to change any of the timescales above, we will let you know and explain why.

Complaint Outcome Appeals Process

Following LTS Group's response to your complaint, if you feel we have been unable to resolve it satisfactorily, you can go through the appeals process by asking for your complaint to be referred to Eddi Banks (Director) for further investigation.

Once the appeals process has been completed, the original complaint outcome will be upheld, or you will be issued with a revised complaint outcome.

The decision on the appeal is final and there is no further right of appeal.

5. Complaints Concerning Candidates

Complaints concerning candidates will be brought to the attention of the candidate by their consultant. Together they will discuss the complaint, and appropriate action will be taken where necessary following consideration of the circumstances. Candidates will be advised that where concerns are substantiated and the behaviour is repeated, further action may be taken, up to and including removal from the LTS Group register. Examples of complaints include the following:

- failure to follow instructions, if applicable;
- lateness;
- failure to carry out minor duties, such as cleaning up;
- failure to adhere to LTS Group's dress code; and
- failure to observe LTS Group's Code of Conduct.

6. Complaints Concerning Clients

Consultants will encourage candidates to speak openly about their experience of the role and the workplace in which they have been placed. Candidate comments will be treated in confidence unless

it is agreed with the candidate to raise the issue with the client. The consultant will act on behalf of the candidate to help resolve any issues causing them difficulty.

Complaints which do not meet the criteria for an allegation (see Clause 3) but are of a serious nature regarding the behaviour of client staff will be communicated to the relevant person in charge at the client and/or the relevant governing body.

7. Internal Investigation Procedure

Where appropriate, LTS Group will undertake an internal investigation into the complaint, following the stages below.

Stage 1

The complaint should be communicated to LTS Group by phone, in writing or by email, explaining the nature of the complaint and how it has arisen.

If the complainant is a client, they will be asked the following questions:

- Do you wish to terminate the engagement with the candidate?
- Do you want to terminate immediately or wait until an investigation has been carried out?
- Would you like a replacement candidate?

If the complainant is a candidate, they will be asked the following questions:

- Do you wish to terminate the engagement?
- Do you want to terminate immediately or wait until an investigation has been carried out?

LTS Group's Director must be informed immediately of all serious allegations made against candidates or clients.

Stage 2

LTS Group will inform the complainant that we conduct our own investigation and will explain the process of that investigation. A written statement will be requested from the complainant, together with any supporting documentation of the incident or incidents.

If the complaint concerns a candidate, LTS Group will build up a profile of the candidate based on their original clearance checks, references and feedback from previous clients since working for LTS Group, in order to assess the nature of the incident.

Stage 3

The person the complaint is against is notified of the complaint and asked for their version of events. Confidentiality is maintained on a need-to-know basis.

If this is a client, they will be asked to discuss the matter over the phone or in person. If this is a candidate, they are asked to attend a face-to-face review meeting, during which the alleged incident will be discussed in detail so that the Director can evaluate the candidate's ability to continue working for LTS Group.

If, during the course of a complaint, it becomes apparent that the matter is more serious and meets the criteria for an allegation, the Allegations Policy should be followed instead.

Stage 4

LTS Group informs the relevant party of the steps taken and the outcome of the investigation. Where the matter cannot be resolved and the seriousness of the allegation warrants further action, LTS Group will adopt whatever measures are required to meet its legal obligations.

Where the issue needs to be resolved through the involvement of any authority, LTS Group will be guided by that authority's decision when considering any future work with the complainant.

Stage 5

Where the person the complaint concerns is a candidate with an unblemished record and a genuine error in professional practice has been made LTS Group will review the relevant policies, procedures and professional expectations with the candidate. Additional guidance or training will be provided where required. Where there are repeated minor issues, or complaints are continually being made (by the same or different clients), LTS Group will take action up to and including removal of the candidate from the LTS Group register.

All candidates returning to work for LTS Group after a review meeting are closely monitored, and relevant notes are kept on their file.

Where LTS Group remains concerned about a candidate's ability to return to work following a practice review meeting, the matter will be referred to the Director. Where an investigation proves professional incompetence or serious misconduct to the satisfaction of the Director, the candidate will be immediately removed from the LTS Group register. Where a candidate is removed from the register, the candidate and relevant authorities (such as the Disclosure and Barring Service or the Local Authority Designated Officer) will be informed, as will any affected clients.

8. Complaints Against LTS Group

It is our utmost priority that incidents and complaints are dealt with fairly. If a complaint is made against LTS Group by either a candidate or a client, the matter will be referred to the Director, who will decide the most appropriate course of action in accordance with LTS Group's Grievance Policy. To ensure the complainant is kept informed at all stages of the process, updates are issued either verbally or in writing. Support is given to both parties until a satisfactory conclusion is reached.

9. Whistleblowing

This statement should be read alongside LTS Group's Whistleblowing Policy.

LTS Group encourages a free and open culture in dealings between its managers, employees and all people with whom it engages in business and legal relations. In particular, LTS Group recognises that effective and honest communication is essential if concerns about breaches or failures are to be effectively dealt with and the company's success ensured.

This policy is designed to provide guidance to all those who work with or within LTS Group who may from time to time feel that they need to raise certain issues relating to the company in confidence.

Workers who, in the public interest, raise genuine concerns under this policy will not, under any circumstances, be subjected to any form of detriment or disadvantage as a result of having raised their concerns. For further details, see LTS Group's Whistleblowing Policy.

Contact	Contact Details	Comments
Landline	020 8629 3655	Office hours
Eddi Banks	07540 881687	Director of Operations
Karen Coles	020 8629 3655	Compliance Manager
Liz Feeney	07719 304301	Designated Safeguarding Lead (DSL)

Email contacts	e.banks@ltsg.co.uk; k.coles@ltsg.co.uk; l.feeney@ltsg.co.uk	
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