



# **Complaints and Corrective Action Policy**

## **November 2024**

Quality Leisure Management Ltd, The Old Church, 31 Rochester Road, Aylesford, Kent ME20 7PR

tel: 01933 626444 [www.glmconsulting.co.uk](http://www.glmconsulting.co.uk)

Quality Leisure Management Ltd is a wholly owned subsidiary of PHSC Plc

**PHSC plc**

## Purpose and scope

This Complaints and Corrective Action Policy applies to all learners, clients, employees, consultants, and any other individuals or organisations who interact directly or indirectly with Quality Leisure Management Ltd (QLM). The policy covers all aspects of service provision, training delivery, consultancy, and operational activities undertaken by QLM. It is designed to ensure that any concerns, complaints, or feedback regarding the quality of services, conduct of staff, or organisational processes are addressed promptly, fairly, and transparently.

The policy is to be used by anyone who wishes to raise a concern or complaint about any aspect of QLM's services or operations. This includes learners attending training courses, clients receiving consultancy or other services, and staff members who identify issues internally. All parties are encouraged to use this policy to report problems, seek corrective action, and contribute to the continuous improvement of QLM's standards and practices.

## Difference Between Appeals and Complaints

A complaint is an expression of dissatisfaction about the standard of service, actions, or lack of action by Quality Leisure Management Ltd or its staff, which requires a response or resolution. Complaints may relate to issues such as poor service delivery, inappropriate behaviour, or failure to meet expectations.

An appeal, on the other hand, is a formal request to review or reconsider a decision made by the organisation, typically relating to assessment outcomes, disciplinary actions, or other determinations that directly affect an individual. While complaints focus on concerns about how services are provided, appeals address the fairness or correctness of specific decisions. Both processes are designed to ensure transparency and accountability, but they follow distinct procedures as outlined in this policy. Appeals are dealt with through the examination and appeals policy.

## How should I complain?

**Stage 1.** Speak to a Quality Leisure Management Ltd member of staff at the earliest opportunity to try to resolve the problem. Ideally by speaking to the person who dealt with your problem initially.

**Stage 2.** If for any reason they cannot help or you wish to speak to someone else please contact Quality Leisure Management Ltd, Managing Director at [admin@qlmconsulting.co.uk](mailto:admin@qlmconsulting.co.uk) or on 01933 626444.

### Handling of Complaints by the Managing Director

Upon receipt of a complaint, the Managing Director of Quality Leisure Management Ltd will take responsibility for overseeing its resolution. They will begin by acknowledging the complaint via email within five working days, confirming that the matter is being reviewed. The Managing Director will then assess the nature and seriousness of the complaint, gather any necessary information from relevant parties, and ensure that the concerns are investigated thoroughly and impartially.

Depending on the complexity of the issues raised, a full response will be provided within 20 working days. If further time is required to complete the investigation, the complainant will

be informed of the reasons for the delay and provided with a time-scaled action plan outlining the steps being taken and the expected timeframe for resolution.

The Managing Director is committed to ensuring that all complaints are handled with professionalism, transparency, and fairness. If for any reason the complainant feels unable to engage with the Managing Director or would prefer to speak to someone else, alternative arrangements can be made by contacting [admin@qlmconsulting.co.uk](mailto:admin@qlmconsulting.co.uk) or calling 01933 626444.

### **Frivolous or Malicious Complaints**

Quality Leisure Management Ltd is committed to treating all complaints seriously and with respect. However, complaints that are found to be frivolous, malicious, or made with the intent to cause disruption or harm may be subject to a different handling process. The Managing Director will assess the nature of the complaint and, where appropriate, may seek further clarification or supporting evidence from the complainant.

If a complaint is deemed to be unfounded, vexatious, or malicious, the Managing Director reserves the right to close the investigation and inform the complainant of the decision, including the rationale behind it. In such cases, no further action will be taken unless new, substantive information is provided. Repeated submission of such complaints may result in restricted communication or referral to legal or regulatory bodies if necessary.

### **Confidentiality**

Sometimes, individuals may prefer to submit a complaint anonymously. While providing your name and contact details can help us investigate and resolve your concerns more effectively, we respect your right to remain anonymous if you wish. If you are worried about any potential negative consequences, please let us know, and we will take all reasonable steps to protect your identity and ensure your confidentiality throughout the process.

### **Whistleblowing**

This whistleblowing policy applies to all employees, consultants, learners, and any other individuals associated with Quality Leisure Management Ltd who may have concerns about wrongdoing, malpractice, or risks to health, safety, or the public interest within the organisation. Whistleblowing is the act of reporting concerns about suspected or actual improper conduct, such as fraud, corruption, unsafe practices, or breaches of legal or ethical standards. The policy is designed to provide a safe and confidential mechanism for individuals to raise such concerns without fear of reprisal or disadvantage.

The whistleblowing policy is to be used by anyone who believes they have witnessed or become aware of behaviour or practices that could harm individuals, the organisation, or the wider community. It encourages all parties to report concerns in good faith, ensuring that issues are investigated thoroughly and appropriate corrective action is taken. Quality Leisure Management Ltd is committed to fostering a culture of openness, accountability, and integrity, and will protect whistleblowers from retaliation, maintaining confidentiality wherever possible.

All whistleblowing reports will be treated with the strictest confidence, and the identity of the whistleblower will not be disclosed without their explicit consent, unless required by law. The organisation will protect whistleblowers from retaliation and ensure that concerns are investigated thoroughly and appropriate corrective action is taken.

### **What happens if my complaint is upheld?**

If any part of your complaint is upheld, we will of course respond to the complainant accordingly and give due consideration to how we can improve our service and arrangements. For example, by reviewing our procedures to assess the impact on our arrangements and assessment process (if relevant) or arranging for staff training.

In extreme circumstances, internal disciplinary procedures may be exercised where the performance or behaviour of our staff is deemed inappropriate.

In situations where a complaint has been successful, or where an investigation indicates a failure in our processes, Quality Leisure Management Ltd will give due consideration to the outcome and will, as appropriate, take actions such as:

- identify any other learner, who has been affected by that failure
- correct, or where it cannot be corrected, mitigate as far as possible the effect of the failure
- take steps to ensure that the failure does not recur in the future
- compensate the learner if the centre has found it has compromised its own terms and conditions that form part of the contract between us and the learner in question.

### **Purpose**

This procedure details the processes we use to ensure that suitable preventive actions are identified, taken, monitored and recorded for provision of services to clients (i.e. proactive actions), and

Suitable corrective actions are taken when:

- A management process is found to have been broken or not fully met
- We receive a formal complaint from a customer that we have not met their needs
- Our service does not match customer requirements (e.g. we arrive at a client premises for a manual handling course but they booked a risk assessment course).

### **Preventive Actions**

Reviews of our processes and systems will be undertaken proactively to seek to identify if and where:

- our services and systems for delivering these may become unfit for purpose
- our services need to be changed to meet changing legal or customer requirements
- our services are vulnerable to failure in meeting client / learner delegate requirements.

We will do this in a variety of ways, to include at least:

- Strategic senior management review
- Operational board meetings
- Staff meetings (2-3 per year)
- Consultant feedback
- Review of training appraisal forms / customer satisfaction discussions etc...

key findings from reviews of the above will be kept, identifying:

- Date
- Client
- Problem
- Root cause
- Preventative / corrective action
- Time frame
- By whom
- Completed

## Corrective Actions

Corrective actions are needed when an existing process / system has been found to be not fully effective, or a client reports a formal concern or complaint with a service they have received.

Examples of things that may require corrective action include:

- Consultants not being punctual with time-keeping
- Report of contents being incorrect (technically or factually)
- Consultants speaking / behaving/ dressing inappropriately
- Service provision not being to customer expectation or requirement
- Service provision deviating from what has been agreed with the client.
- A learner on one of our courses has cause for being unhappy with any aspect of our training delivery/package.

## Level of Investigation

The level of investigation will depend upon the nature of the non-conformance identified. A Director will decide this. A brief record will be kept on a record sheet, detailing:

- Problem
- Root cause
- Corrective action
- Time frame
- By whom
- Completed

A formal and detailed investigation will occur where the non-conformance may result in;

- an invoice may not be paid / a refund may be sought
- the client may not request further work due to the poor service
- a contract may not be renewed

The investigation will be recorded in the client file and added to the list of customer complaints preventive and corrective action folder titled: 'Client Complaints Record and Preventive and Corrective Action'

## Responsibility for Preventive / Corrective Actions

The Directors are responsible for deciding on preventive actions, ensuring they are implemented, and recording the event.

A Director will complete any investigation for corrective action. Where the non-compliance refers to actions or work taken by a Director, the other Director will undertake the investigation.

The corrective action to be taken should be based around those actions necessary to prevent recurrence of the problem, and to keep the client happy. For example, procedures may need to be revised, or further training provided. At the discretion of a Director additional, complimentary services may be offered by QLM to a client, even where a problem had not been caused by QLM.

## Employee Response to investigation findings

### Procedure for Response

If an employee feels that a non-compliance or complaint from a client in which they were involved has not been dealt with accurately or fairly, they should advise the Director who undertook the investigation accordingly. The director will review the employee's response and respond. A record of any such response will be kept with the original client complaint.

### Procedure for Learner / Trainee Delegate to Make a Complaint

If someone attending a training session delivered by us feels unhappy about any aspect of their training, they should let a Director of the company aware either by email, telephone or in person (depending on circumstances and convenience to the learner). If the nature of the concern relates to a Director, then the complaint can be made to another Director. Examples of complaints may include (This list is not exhaustive):

- Poor delivery by trainer
- Poor handout materials
- Inappropriate use of language by the trainer
- Poor management of other delegates within the group by the trainer
- Learning pace too fast / slow, not suitable

The member of staff to whom the complaint or concern has been made will treat the issue in a professional and confidential manner, and undertake an internal investigation to identify the relevance, validity etc... where the matter is potentially, serious then it will be formally recorded as described above.

In all circumstances, the person who reported the concern will be given feedback (verbal, in writing or both depending on the circumstances and learner request) regarding the investigation findings.

Signed:



Date: 29 November 2024

**Leigh Simmonds BA(Hons) CMIOSH MIIRSM MCIMSPA**  
**Managing Director**  
**Quality Leisure Management Ltd**



## Appendix 1

<b>Non-conformance / customer complaint report:</b>		<b>Ref:</b>	
<b>All associated documentation to be copied and attached to this report for reference</b>			
<b>Details of Non Conformance</b>			
<b>Reason given for occurrence</b>			
<b>Immediate Action taken to address</b>			
<b>Root Cause identified following investigation (If not known state: "Not Known")</b>			
<b>Corrective Action to be taken to prevent recurrence</b>			
<b>Date and by whom is Corrective Action to be implemented</b>			
<b>Date:</b>		<b>Responsibility:</b>	
<b>Corrective Action Verification</b>			
<b>I the undersigned have verified today that the Corrective Action has addressed the Non-Conformance identified above and should prevent recurrence in the future.</b>			
<b>Signed:</b>		<b>Name:</b>	
<b>Date:</b>			

## Appendix 2

Ref:	Root Cause	Corrective Action	Timeframe	Responsibility	Signed