



Complaints Policy and Procedure

An accessible, fair and learning-focused process for concerns about LilyAnne's services, conduct or decisions.

LILYANNE'S WELLBEING POLICY

LISTEN • RESPOND FAIRLY • PUT THINGS RIGHT • LEARN

Live policy

Effective September 2026 • Review by September 2027

Document control

Document owner	Board of Trustees / Chief Executive
Applies to	Clients, carers, representatives, visitors, workers, volunteers, partners and members of the public
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Next review	September 2027, or sooner if required

This is a live LilyAnne's Wellbeing policy. It applies from September 2026 and should be read alongside the related policies and procedures identified in this document.

Purpose

LilyAnne's welcomes feedback and takes complaints seriously. A complaint is an expression of dissatisfaction about our service, conduct, communication, decision or failure to act that requires a response.

What this procedure covers

This procedure covers service quality, treatment by workers, access, communication, delays, confidentiality, boundaries and organisational decisions. Safeguarding, whistleblowing, employment grievances, data-subject rights and serious incidents may require a different or parallel procedure.

Accessibility and representation

A complaint may be made verbally or in writing. We will offer reasonable adjustments and accessible formats. A representative may complain with the person's consent unless another lawful basis permits discussion.

How to complain

Raise the concern with the person or service lead where this feels safe, or contact LilyAnne's through the published website, telephone or postal address. Explain what happened, the impact and what outcome may help. Complaints should normally be raised within three months, but late complaints may be accepted where fair and practicable.

Informal resolution

Where appropriate and agreed, staff may resolve a concern promptly through explanation, apology or practical correction. A person may request the formal process at any time. Serious, repeated, safeguarding or conflict-related matters must not be inappropriately diverted into informal resolution.

Stage 1 - formal response

The complaint is acknowledged within five working days. An impartial person is appointed, conflicts are addressed and the issues and desired outcome are confirmed. We aim to provide a reasoned written response within 20 working days. If more time is needed, we explain why and provide a revised date.

- Gather and assess relevant information fairly.
- Give people criticised a reasonable opportunity to respond.
- Protect confidentiality while sharing enough information for a fair process.
- Explain findings, evidence, any remedy and learning.

Stage 2 - review

A person dissatisfied with the Stage 1 response may request review within 20 working days, explaining the grounds. A trustee or other person not previously responsible reviews fairness, evidence, process and outcome. We aim to respond within 20 working days or explain any extension.

Possible outcomes

Outcomes may include explanation, apology, correction, restored access, reasonable adjustment, staff guidance, supervision, training, policy change, safeguarding action, disciplinary consideration, referral or no further action where the complaint is not upheld.

Safeguarding, criminal and regulatory concerns

Immediate danger is reported to 999. Alleged abuse is handled under safeguarding procedures. Suspected crime may be reported to police. The Charity Commission is not an ordinary service-complaints appeal body; serious concerns about harm, illegality, significant loss or trustee mismanagement may fall within its regulatory remit.

Other external routes

Depending on the issue, external routes may include a professional membership body, commissioner, Information Commissioner's Office, Fundraising Regulator, police, local authority safeguarding service or legal process. LilyAnne's will identify an appropriate route where known but does not give legal advice.

Unreasonable or harmful behaviour

Distress, persistence or disagreement does not by itself make behaviour unreasonable. Restrictions may be used where conduct is abusive, threatening, discriminatory, excessively repetitive or seriously disrupts services. Any restriction must be proportionate, time-limited, explained, recorded and open to review. Essential safeguarding information will still be considered.

Confidentiality, records and learning

Complaint records are accurate, access-controlled and retained under the approved schedule. Information is shared only as necessary. Trustees receive anonymised themes, outcomes and overdue actions so that learning leads to service improvement.

No disadvantage

A person will not receive worse treatment for making a genuine complaint, supporting one or participating in an investigation.

References

- Complain about a charity - gov.uk/complain-about-charity
- Charity Commission regulatory concerns (CC47) - gov.uk/government/publications/raising-a-concern-with-the-charity-commission-cc47
- Equality Act 2010.
- Data Protection Act 2018 and UK GDPR.
- LilyAnne's Safeguarding, Whistleblowing and Disciplinary procedures.