



# Missed Appointment and Non-Engagement Policy

A compassionate and accountable approach to attendance, client safety,  
safeguarding risk and fair access to charitable support.

## LILYANNE'S WELLBEING POLICY

COMPASSION • SAFETY • FAIR ACCESS • SHARED RESPONSIBILITY

**Live policy**

Effective September 2026 • Review by September 2027

## Document control

|                |                                                                                                 |
|----------------|-------------------------------------------------------------------------------------------------|
| Document owner | Service Manager / Clinical Lead                                                                 |
| Applies to     | Clients, referrers, counsellors, listening-support workers, volunteers and administrative staff |
| Status         | Live                                                                                            |
| Version        | 2.0 - effective September 2026                                                                  |
| Effective date | September 2026                                                                                  |
| 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

This policy explains how LilyAnne's responds when a person is late, misses an appointment or stops engaging. It balances compassion and reasonable adjustments with safety, continuity and fair use of limited charitable capacity.

## Before support begins

Attendance expectations must be explained in accessible language. Staff record preferred reminder and contact methods, consent to leave messages, reasonable adjustments, emergency-contact arrangements where relevant, and any agreed non-engagement safety plan.

## Reminders and reasonable adjustments

Where the service provides reminders, they are a support rather than a guarantee. Neurodivergence, disability, mental health, caring responsibilities, digital exclusion, language and trauma may affect attendance.

- Offer accessible reminders, clearer written instructions or alternative contact where practicable.
- Consider session timing, sensory environment and communication preferences.
- Do not apply a blanket sanction where a reasonable adjustment or safeguarding response is required.

## Late arrival

A practitioner may provide the remaining session time when safe and useful. Sessions normally end at the agreed time to protect the next client's appointment and professional boundaries. Repeated lateness is discussed supportively and recorded.

## First missed appointment

The worker records the non-attendance and makes a proportionate contact attempt using the agreed method. The message protects confidentiality and does not disclose sensitive information. A new appointment may be offered subject to the service model and risk assessment.

## Repeated missed appointments or loss of contact

After repeated non-attendance, staff review barriers, risk, reasonable adjustments, service capacity and whether continuing to reserve appointments is appropriate.

- Explain concerns and invite the person to discuss what would help.
- Use the agreed number and timing of contact attempts; do not pursue contact indefinitely.
- Consult the Clinical Lead or safeguarding lead where risk or vulnerability is known.
- Give clear written notice before closing support where practicable.
- Explain how the person may re-refer and provide relevant signposting.

## Safeguarding and welfare concerns

A missed appointment alone does not prove that someone is unsafe. The response must reflect known information, recent disclosures, sudden changes, the person's plan and professional judgement.

- Where there is immediate danger or a life-threatening emergency, call 999.
- Where concern is urgent but not immediately life-threatening, use the agreed escalation plan and appropriate NHS or safeguarding route.
- Contact an emergency contact only where there is consent or another lawful and proportionate justification.
- Record the facts, decision, advice sought and action taken.

## Closing and re-accessing support

Closure is not punishment. The person should receive a respectful explanation, urgent-support information, any waiting-period rule that genuinely applies, and a fair route back into support. A new referral may require reassessment because needs and risk can change.

## Records, confidentiality and monitoring

Record attendance, contact attempts, responses, adjustments, decisions and safeguarding actions in the approved system. Managers should review patterns for service barriers or unequal impact without using unnecessary identifiable data.

## Complaints and review

A person may ask for a decision to be reviewed or use the complaints process. Raising a concern must not result in adverse treatment.

## Related documents and references

- Equality Act 2010 - [legislation.gov.uk/ukpga/2010/15/contents](https://legislation.gov.uk/ukpga/2010/15/contents)
- Data Protection Act 2018 and UK GDPR - [ico.org.uk/for-organisations/uk-gdpr-guidance-and-resources/](https://ico.org.uk/for-organisations/uk-gdpr-guidance-and-resources/)
- LilyAnne's Wellbeing Safeguarding Policy and Privacy Notice.
- LilyAnne's Client Suitability and Safe Access Policy.
- LilyAnne's Counselling Boundaries Policy.