



Complaints Policy and Procedure

2025 Edition

1. Purpose

Libra Children Services aims to provide a dependable and respectful service for all families and professionals who use our contact centre. We encourage feedback and treat concerns as opportunities to learn, refine practice, and strengthen safeguarding. If something goes wrong, you have every right to raise a complaint and expect a clear, timely response.

2. Principles

LCS commits to

- responding to concerns without delay
- acting with fairness and transparency
- ensuring no individual is disadvantaged for raising a complaint
- using complaints to improve the quality and safety of our provision

Many issues can be addressed quickly through discussion with a member of staff. Where this is not possible, the formal procedure below should be followed.

3. Informal Resolution

If you feel comfortable, speak to a member of the LCS team during or immediately after your session. You may also request to speak with the Contact Coordinator or the Safeguarding Lead.

Where appropriate, an informal conversation will be held to understand the issue, consider the circumstances, and explore possible solutions.

If the matter cannot be resolved informally, or you would prefer not to take that route, you may submit a formal complaint.



4. Formal Complaints Procedure

There are **three stages**.

Stage One: Initial Formal Complaint

Submit your complaint in writing to the LCS Contact Coordinator. A complaint form is available, although a written email is acceptable. Please outline

- what took place
- why you are dissatisfied
- what outcome you believe would resolve the issue

You will receive written acknowledgment within one week. The Coordinator will assign a suitable staff member, usually a senior practitioner, to investigate the matter.

The investigator may

- request clarification
- speak with involved staff
- gather relevant documentation
- review any safeguarding implications

A written response will normally be issued within four weeks, outlining findings, actions taken, and how to escalate if you remain dissatisfied.

If your complaint relates to the Coordinator, please address it directly to the Complaints Officer.

Stage Two: Review by Senior Leadership

If you are dissatisfied with the Stage One outcome, notify the Complaints Officer within two weeks of receiving the response.

You will receive acknowledgement within one week. A senior leader, or someone delegated by them, will review the evidence, revisit the investigation if needed, and may consult the Stage One investigator.

A written decision will be issued within four weeks where possible. If more time is required, you will receive an interim progress update and a revised time frame.



The response will confirm

- whether the complaint is upheld in full or in part
 - the reasoning behind the conclusion
 - actions required
 - how to escalate to Stage Three
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Stage Three: Complaints Panel

If you remain dissatisfied, notify the Chair of the Management Committee within two weeks. A panel of three Committee members, none of whom were involved in earlier stages, will be convened.

You will be invited to attend a meeting to discuss your concerns. The panel will consider

- all written information
- previous responses
- any additional verbal or written representations
- staff accounts where relevant

A written decision will be issued within four weeks. This decision represents the conclusion of the LCS internal process.

5. External Referral

If, after completing all stages, you remain unhappy with the handling of your complaint, you may contact the **National Association of Child Contact Centres (NACCC)**. NACCC does not conduct formal investigations but may support parties in seeking a constructive resolution.

6. Recording and Learning

All complaints are logged confidentially and reviewed at Management Committee meetings to identify themes and areas for improvement. The Chair of the Committee maintains a secure record of outcomes and actions. These records also support quality assurance and compliance processes.



7. Variations to Procedure

LCS may adapt this procedure in circumstances where doing so avoids a conflict of interest or enables a more appropriate, impartial investigation.

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Complaints Form

Section One. Your Details

Please complete as fully as possible. This information helps us understand the context and enables us to respond promptly.

Item	Information Required
Full Name	
Address	
Email	
Telephone	
Preferred method of contact	
Relationship to the child using the service	Parent, carer, referrer, professional, other

Section Two. Details of the Complaint

Please describe your concern clearly. Include dates, times, and locations where relevant.

Item	Information Required
Date of incident or issue	
Staff involved (if known)	
Description of what happened	
Why this caused concern	



Previous attempts to resolve the issue informally

Section Three. Supporting Information

You may include any documents that support your concern.

Item	Information Required
Evidence attached	Yes or No
Type of evidence	Emails, reports, messages, screenshots, notes

Section Four. Desired Outcome

Please tell us what outcome you believe would resolve your concern.

Item	Information Required
What you would like LCS to consider or do	

Section Five. Declaration

I confirm that the information provided is accurate to the best of my knowledge.

Name	Signature	Date
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Stage One. Informal Stage

1. Concern raised with a staff member during or after a contact session.



2. Staff or Duty Lead listens to the concern and explores possible immediate solutions.
 3. If the issue is resolved, the matter ends.
 4. If not resolved or the complainant prefers a formal process, move to Stage One Formal.
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Stage One Formal Complaint

1. Complaint submitted in writing to the Contact Coordinator.
 2. Acknowledgement sent within one week.
 3. Coordinator appoints an investigator.
 4. Investigator reviews information, contacts involved staff, and gathers evidence.
 5. Written response sent within four weeks outlining
 - findings
 - decisions
 - actions
 - how to escalate if unsatisfied
 6. Complainant either accepts the outcome or progresses to Stage Two.
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Stage Two Senior Review

1. Complainant notifies the Complaints Officer within two weeks of the Stage One outcome.
 2. Acknowledgement issued within one week.
 3. Senior Leader reviews all information and may revisit witness accounts or documentation.
 4. Written decision normally provided within four weeks or a progress update if more time is required.
 5. Complainant either accepts the outcome or proceeds to Stage Three.
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Stage Three Complaints Panel

1. The complainant contacts the Chair of the Management Committee within two weeks of the Stage Two decision.
2. Chair arranges a panel of three Committee members who had no involvement in earlier stages.
3. Complainant invited to a meeting to discuss the complaint.
4. Panel reviews documentation and may consult staff involved.
5. Final written decision issued within four weeks.
6. Internal procedure concludes.



External Review (Optional)

1. If unsatisfied after internal stages, complainant may contact NACCC.
 2. NACCC facilitates discussion but does not undertake formal investigations.
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