
COMPLAINTS

Complaints Policy

How to raise a concern and what happens next

EFFECTIVE
17 May 2026
Subject to yearly legal review

ISSUED BY
Mothermind Limited

We want everyone using Mothermind at Work — employers, employees, and practitioners — to feel they have been treated with care, respect, and professionalism. If something has gone wrong, we want to hear about it. Complaints help us learn and improve.

This policy explains how to raise a complaint and what happens next.

Who Can Complain

Anyone can raise a complaint, including:

- employees who have used the service;
- employer administrators;
- practitioners;
- family members or representatives of an employee (where the employee consents, or where the employee is unable to complain themselves).

What You Can Complain About

You can raise a complaint about:

- the quality of a session or piece of support;
- practitioner conduct;
- a delay, error, or failure in the service;
- a concern about how your data has been handled;
- something we have said or done that has upset, harmed, or worried you;
- anything else relating to Mothermind at Work.

How to Make a Complaint

The quickest way is to email:

Please include, where you can:

- your name and contact details;
- whether you are an employee, employer, or someone else;
- what happened and when;
- how you'd like us to put things right (if you have a view).

You can also write to us at our registered office (see "Contact" below).

If raising a complaint in writing is difficult for you, please let us know and we will find another way (phone, video, supported communication).

How We Will Respond

Acknowledgement (within 5 working days)

We will acknowledge your complaint in writing within 5 working days of receiving it. We will tell you who is handling it and the next steps.

Investigation

We will investigate fairly and proportionately. This may involve:

- reviewing records and notes;
- speaking with practitioners or staff involved;
- speaking with you to better understand the concern.

Substantive Response (within 28 days)

We aim to provide a full response within 28 days of receiving your complaint. If we need longer (for example, where the matter is complex or involves clinical review), we will tell you and explain why, and agree a new timeframe with you.

Our response will:

- summarise our understanding of the complaint;
- explain what we found;
- set out what we will do (if anything) to put things right or improve;
- tell you what to do if you remain unhappy.

If You Remain Dissatisfied

If our response doesn't resolve things for you, you can:

Ask for a senior review

Email **** and ask for the matter to be reviewed by a senior team member or director. We will respond within a further 28 days.

Escalate externally

Depending on the nature of the complaint:

- **Data protection concerns** — the **Information Commissioner's Office (ICO)**: ico.org.uk or 0303 123 1113.

- **Practitioner conduct or professional standards** — the relevant professional regulator:
- **Nursing and Midwifery Council (NMC):** nmc.org.uk
- **Health and Care Professions Council (HCPC):** hcpc-uk.org
- **British Association for Counselling and Psychotherapy (BACP):** bacp.co.uk
- **Safeguarding concerns** — local authority safeguarding teams or the police.

You retain all other legal remedies available to you.

Confidentiality and Records

We treat complaints confidentially within the team handling them. We may need to share information with relevant practitioners or regulators where this is necessary to investigate or respond.

We record complaints in line with our retention schedule (see Privacy Notice).

No Detriment

No employee or practitioner will be treated unfavourably for raising a genuine complaint or for supporting someone else to raise one. Vexatious or repeated complaints made in bad faith may be handled differently.

Anonymous Complaints

We accept anonymous complaints and will investigate where we are able. However, anonymity may limit how much we can do — we cannot respond to you, ask follow-up questions, or update you on our findings.

Review

This Policy is reviewed annually.

Last reviewed: [DATE] Next review: [DATE + 12 months]

Contact

Mothermind Limited

[Registered Address] Email:

Version 1.0. Subject to legal review.

