



# Complaints Procedure

## **1. Introduction**

Three Wishes is committed to a high standard of service delivery. To ensure this, and in order that we continue to improve, we have a procedure through which you can let us know of any reason you are not satisfied with your dealings with Three Wishes. If we are not getting it right, we invite you to let us know.

All complaints are taken seriously and investigated. Three Wishes will learn from the investigation findings to help us improve the services that we provide.

## **2. What is a complaint?**

A complaint is an expression of dissatisfaction or concern by anyone involved externally with Three Wishes.

Examples may include conduct about staff members with stakeholders, including partners, beneficiaries or with inter-agency groups. They may concern a breach of an MOU agreement or a lack of information regarding sharing and transparency, a differential treatment of partners, or a misuse of organisational funds.

## **3. Who Can Complain?**

Any person not employed by Three Wishes who is affected by the way Three Wishes provides services can make an official complaint.

A representative may complain on behalf of an affected person if they:

- are unable to make a complaint themselves; or
- have given consent for the representative to act on their behalf.

## **4. How to make a complaint?**

We request that complaints are made in writing, but this can also be done verbally. Three Wishes aims to handle complaints quickly, effectively and in a fair and honest way.

If you are dissatisfied or have a concern with an individual at Three Wishes, sometimes it is best to tell them directly. If you feel this is difficult or inappropriate, then speak to the staff member's line manager, who may, in turn, refer this to the head of Human Resources or other appropriate person in Three Wishes. It may be possible to respond immediately. If the matter is more complicated, Three Wishes will provide an initial response within five working days.

## **5. Verbal complaints can be made by:**

- Speaking directly to the person concerned.
- Seeking an appointment with the person's line manager.

## **6. Making a written complaint**

If you are not satisfied with our response to your verbal complaint, or wish to raise the matter more formally, you should submit your complaint in writing, setting out the nature of your complaint in as much detail as possible and sending your email marked 'For the Attention of Three Wishes' Head of Human Resources' at the following email address:

[people@3wishes.org](mailto:people@3wishes.org)

If your complaint is about a member of the HR department, or an ELT member, please write to the Chair of our Board of Trustees, Mark Henderson, via the following email:

[Mark.henderson@3wishes.org](mailto:Mark.henderson@3wishes.org)



All written complaints will be logged.

It will only be on the rarest occasion that Three Wishes will not respond to a complaint at all. This will include instances where:

- A complainant is being offensive, discriminatory, or abusive in manner.
- Where the matter being complained about is something that does not involve Three Wishes or has no direct connection to the work that we do/have done.
- Where a complainant is harassing a staff member.

## **7. How written complaints will be processed.**

### **7.1 Stage One - Investigation**

In the first instance, all written complaints should be directed to Three Wishes' Head of Human Resources whose responsibility it is to assess and direct the complaint to the relevant department. HR in consultation with the ELT will acknowledge receipt of the complaint within 3 working days. Three Wishes aims to have the investigation completed and the conclusions sent to the complainant within a further 10 working days. Delays will be communicated to the complainant. HR/Investigator will prepare a report to the complainant which will set out:

- The nature and scope of the investigation carried out; and
- The conclusions reached and the reasons for those conclusions.

### **7.2 Stage two – Internal escalation**

If you are dissatisfied with our response, please contact us by writing to the Executive Leadership Team at Three Wishes at the following address:

Three Wishes  
24b Notting Hill Gate  
London  
W11 3JE

Your complaint will be reviewed by a member of Three Wishes' Executive Leadership Team (ELT), who may call on advice from others as appropriate. Three Wishes' ELT will aim to respond within 20 working days and will clearly set out the substantive issues of your complaint and our findings.

Should you feel that your complaint is still unresolved, then please forward your complaint to the Board of Trustees of Three Wishes at the address above.

A panel comprising of independent individuals who have the relevant expertise and knowledge concerning the complaint will be convened to examine the complaint and the investigation report. The complainant, as well as their representative, if appropriate, will be invited to attend the panel and present their complaint where the complaint will be heard again.

The panel will inform the complainant in writing of their decision within 5 working days of the panel hearing. Should there be any issues preventing Three Wishes from replying within 5 working days, Three Wishes will inform you and provide an alternative timeframe. The decision from this panel hearing is our final internal appeal process.

### **7.3 Stage three – External escalation**

Should you feel unsatisfied with our response, you can also contact The Charity Commission at the address below.

The Charity Commission  
PO Box 1227  
Liverpool  
L69 3UG  
United Kingdom  
0845 3000 218  
<http://www.charity-commission.gov.uk/>

### **8. Anonymous Complaints**

Three Wishes deals with all complaints under the same procedure, including anonymous complaints, and will take action to consider them further, wherever this is appropriate. Generally, we will consider anonymous complaints if there is enough information in the complaint to enable us to make further enquiries. If, however, an anonymous complaint does not provide enough information to enable us to take further action, we may decide not to pursue it further. Any decision not to pursue an anonymous complaint must be authorised by a senior manager.

If Three Wishes pursues an anonymous complaint further, we will record the issues as an anonymous complaint on the complaints system. This will help to ensure the completeness of the complaints data we record and allow us to take corrective actions where appropriate.

### **9. Confidentiality**

All conversations and documents relating to complaints considered under Three Wishes' Complaints Procedure shall be confidential and disclosed only to the extent necessary. They may be disclosed only to the complainant, the person complained about, members of Three Wishes' Executive Leadership Team (Chief Executive, Deputy Chief Executive), the HR Director and any other individual with whom enquiries need to be made for the purpose of the investigation.

### **10. Monitoring and Review**

Three Wishes' head of Human Resources or other appropriate person in Three Wishes will oversee complaints received by the organisation.

Complaints will continue to be monitored within the organisation and will form part of compliance reviews.

Three Wishes' head of Human Resources or other appropriate person in Three Wishes will be responsible for monitoring compliance with this policy. The policy will be reviewed one year from implementation and annually thereafter.

Policy Updated: August 2025

Next Review: August 2027