



Vexatious Complaints Policy

Managing Difficult Feedback and Persistent Contact

Our Aim

This policy explains how Make 2nds Count (M2C) manages a small number of situations where feedback or contact becomes difficult to manage, persistently demanding, or uses an inappropriate tone. Our goal is to handle these situations fairly and kindly, ensuring our team can focus as much time and funding as possible on supporting those affected by secondary breast cancer.

We are committed to listening and improving. We welcome genuine concerns and feedback, and this policy is never intended to stop anyone from raising a real issue. It only applies when the frequency or nature of the contact makes it difficult for us to carry out our core work effectively.

Scope

This policy serves as a procedural framework within our broader Complaints Policy, and should be read in conjunction with it. It works alongside our standard [Complaints Policy](#), [Safeguarding Policy](#), and [Data Protection Policy](#).

This policy applies to anyone interacting with us, including service users, donors, and volunteers.

It does not apply to internal staff [grievances](#), [whistleblowing](#), or legal requests like subject access requests, which have their own dedicated processes.

Our Commitment

We look at every concern on its own merits. We understand that people often contact us during difficult times and may feel frustrated or distressed. We don't mind passion or persistence when someone is seeking a fair outcome; this is a normal part of a healthy relationship with our community.

However, we have a responsibility to look after our staff and volunteers. Sometimes, a situation can consume so much time that it impacts our ability to help others, especially if the same issues are raised repeatedly without new information or if the communication becomes hurtful.

Understanding Challenging Contact

We consider contact to be "persistently demanding" when its frequency or manner creates a significant disruption to our work, and where continuing the same conversation wouldn't lead to a helpful or new outcome for anyone involved.

This includes, but is not limited to, the use of aggressive, abusive, or threatening language.

We focus on managing the specific behaviour and the impact on our resources, rather than labelling the person. We will always look at the context of every situation individually.

5. When We Might Need to Change How We Communicate

We might consider a different approach to communication if:

- The same issues are raised repeatedly after they have been fully addressed, without any new information.
- The contact relates to matters that have already been carefully investigated and concluded.
- The concerns are not supported by evidence, despite us providing opportunities to share details.
- There is no realistic way to reach a further resolution or meaningful change.
- It is unclear what the specific concern is or what outcome is being asked for, even after we try to clarify.
- The focus of the concern keeps shifting, making it impossible to reach a conclusion.
- The volume of contact is so high that it prevents our team from supporting other members of our community.
- The tone of the communication is inappropriate, hurtful, or makes our team feel unsafe.
- A reasonable explanation or decision is not accepted after the full process is complete.

Resource Impact

When reaching a decision, we evaluate the overall resource impact on Make 2nds Count. This evaluation considers the demands placed on our small team, any disruption to our services, and whether essential resources are being diverted from our core mission of supporting individuals affected by secondary breast cancer. To provide an objective measurement for this assessment, for example staff members may maintain a log of the time they spend handling the complaint.

We will never change how we manage contact just because a concern is difficult to hear or critical of our work.

Decision-Making Process

This is always a last resort. We will always try to resolve, narrow down, or redirect concerns through our normal processes first.

A decision to limit or manage contact is usually made by a senior leader (like our CEO or Chair) who hasn't been directly involved in the day-to-day conversation. They will review all the history and impact before making a recommendation to NOMs Committee.

We will try to give advance notice, explaining how the current contact is affecting us and ask for a more manageable approach.

Outcome Where a Complaint is Considered Vexatious

If we decide to limit contact, we will write to the person involved to explain why. We will be clear about our reasons and set out how we can communicate moving forward.

Once a matter is closed under this policy, we won't usually respond further on that specific topic unless new and important information is shared with us.

Contact Restrictions

To help keep things manageable, we might ask that contact only happens in writing, goes through one specific person, or happens at certain times. This helps ensure that the conversation remains productive and respectful for everyone.

When contact is restricted, a single, named point of contact will be assigned to manage the relationship, ensuring consistency and protecting staff capacity.

The decision to limit contact will be reviewed every 3 months. We will always remain open to hearing about any new or different issues on their own merits.

Safeguarding, Whistleblowing and Serious Concerns

Nothing in this policy prevents Make 2nds Count from taking appropriate action where a complaint raises safeguarding, criminal, regulatory, whistleblowing, health and safety, fraud, discrimination, or other serious concerns. Such matters will be referred promptly to the appropriate internal lead, trustee, regulator, statutory authority, or external agency as required.

Equality, Accessibility and Reasonable Adjustments

We apply this policy with empathy. We consider whether someone might need extra support or adjustments due to their personal circumstances, health, or communication needs before making any changes to how we interact.

Records and Confidentiality

The charity will keep appropriate records of vexatious complaints decisions, including the reasons for the decision, the evidence considered, any restrictions applied, communications

with the complainant, and any review date. Records will be handled confidentially and in accordance with data protection law and the charity's data protection policies.

The charity will maintain an audit trail of the rationale behind any decision to limit contact, including records of any searches undertaken and the balancing exercise applied.

Learning and Improvement

Even where a complaint is considered vexatious, Make 2nds Count will consider any learning, improvement, risk, governance issue, or service change arising from the matter. The charity remains committed to using complaints and feedback constructively to improve its work, accountability, and public trust.

Agreement to follow this policy

The Vexatious Complaints Policy is fully supported by the Board of Trustees and management team.

Document version control

Version number	Change or update	Author or owner	Date
1.0	Policy updated	Emma Hall	June 2026
2.0	Noms Committee	Vice -Chair	July 2026
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