



GOVERNANCE
UNACCEPTABLE ACTIONS
AUGUST 2025
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PAISLEY HOUSING ASSOCIATION

Unacceptable Actions Policy

1 Introduction

This Policy sets out the Association's approach to the relatively few complainants whose actions or behaviour we consider unacceptable. The term complainant includes anyone acting on behalf of a complainant or who contacts our office in connection with a complaint. The principles set out in this Policy also apply to our dealings with people other than complainants. This document should be read together with the Association's Complaints Policy.

2 Policy Aims

- 2.1 To make it clear to all complainants, both at initial contact and throughout their dealings with our office, what the Association can or cannot do in relation to their complaint. In doing so, we aim to be open and not raise hopes or expectations that we cannot meet.
- 2.2 To deal fairly, honestly, consistently and appropriately with all complainants, including those whose actions we consider unacceptable. We believe that all complainants have the right to be heard, understood and respected. We also consider that Association Staff and Board members have the same rights.
- 2.3 To provide a service that is accessible to all complainants. However, we retain the right, where we consider complainant actions to be unacceptable, to restrict or change access to our service.
- 2.4 To ensure that other complainants and Association Staff and Board members do not suffer any disadvantage from complainants who act in an unacceptable manner.

3 Defining Unacceptable Actions

3.1 People may act out of character in times of trouble or distress. There may have been upsetting or distressing circumstances leading up to a complainant coming to our office. We do not view behaviour as unacceptable just because a claimant is forceful or determined. In fact, we accept that being persistent can be a positive advantage when pursuing a complaint. However, the actions of complainants who are angry, demanding or persistent may result in unreasonable demands on our office or unacceptable behaviour towards Association Staff or Board members. It is these actions that we consider unacceptable and aim to manage under this Policy. We have grouped these actions under three broad headings:

Aggressive or Abusive Behaviour

3.2 Violence is not restricted to acts of aggression that may result in physical harm. It also includes behaviour or language (whether oral or written) that may cause Staff or Board members to feel afraid, threatened or abused.

3.3 Examples of behaviours grouped under this heading include threats, physical violence, personal verbal abuse, derogatory remarks and rudeness. We also consider that inflammatory statements and unsubstantiated allegations can be abusive behaviour.

3.4 We expect our staff and Board to be treated courteously and with respect. Violence or abuse is unacceptable. PHA Staff and Board understand the difference between aggression and anger. The anger felt by many complainants involves the subject matter of their complaint. However, it is not acceptable when anger escalates into aggression directed towards Association Staff or Board.

Unreasonable Demands

3.5 Complainants may make what we consider unreasonable demands on our office through the amount of information they seek, the nature and scale of service they expect or the number of approaches they make. What amounts to unreasonable demands will always depend on the circumstances surrounding the behaviour and the seriousness of the issues raised by the complainant.

3.6 Examples of actions grouped under this heading include demanding responses within an unreasonable time-scale, insisting on seeing or speaking to a particular member of staff, continual phone calls or letters, repeatedly changing the substance of the complaint or raising unrelated concerns.

3.7 We consider these demands as unacceptable and unreasonable if they start to impact substantially on the work of the office, such as taking up an excessive amount of staff time to the disadvantage of other complainants or functions.

Unreasonable Persistence

3.8 We recognise that some complainants will not or cannot accept that the Association is unable to assist them further or provide a level of service other than that provided already. Complainants may persist in disagreeing with the action or decision taken in relation to their complaint or contact the office persistently about the same issue

3.9 Examples of actions grouped under this heading include persistent refusal to accept a decision made in relation to a complaint, persistent refusal to accept explanations relating to what this office can or cannot do and continuing to pursue a complaint without presenting any new information. The way in which these complainants approach our office may be entirely reasonable, but it is their persistent behaviour in continuing to do so that is not.

3.10 We consider the actions of persistent complainants to be unacceptable when they take up what the Association regards as being a disproportionate amount of time and resources.

4 Managing Unacceptable Actions

4.1 There are relatively few complainants whose actions we consider unacceptable. How we aim to manage these actions depends on their nature and extent. If it adversely affects our ability to do our work and provide a service to others, we may need to restrict complainant contact with our office in order to manage the unacceptable action. We aim to do this in a way wherever possible, that allows a complaint to progress to completion through our complaints process. We may restrict contact in person, by telephone, fax, letter or electronically or by any combination of these. We try to maintain at least one form of contact. In

extreme situations, we tell the complainant in writing that their name is on a 'no personal contact' list. This means that they must restrict contact with our office to either written communication or through a third party.

- 4.2 The threat or use of physical violence, verbal abuse or harassment towards Association Staff or Board members is likely to result in the ending of all direct contact with the complainant. Incidents may be reported to the police. This will always be the case if physical violence is used or threatened.
- 4.3 We do not deal with correspondence (letter or electronic) that is abusive to staff or contains allegations that lack substantive evidence. When this happens, we tell the complainant that we consider their language offensive, unnecessary and unhelpful. We ask them to stop using such language and state that we will not respond to their correspondence if they do not stop. We may require future contact to be through a third party.
- 4.4 Association Staff or Board members will end telephone calls if the caller is considered aggressive, abusive or offensive. The person taking the call has the right to make this decision, tell the caller that the behaviour is unacceptable and end the call if the behaviour does not stop.
- 4.5 Where a complainant repeatedly phones, visits the office, sends irrelevant documents or raises the same issues, we may decide to:
 - *only take telephone calls from the complainant at set times on set days or put an arrangement in place for only one member of staff to deal with calls or correspondence from the complainant in the future.*
 - *require the complainant to make an appointment to see a named member of staff before visiting the office or that the complainant contacts the office in writing only.*
 - *return the documents to the complainant or, in extreme cases, advise the complainant that further irrelevant documents will be destroyed.*
 - *take other action that we consider appropriate. We will, however always tell the complainant what action we are taking and why.*
- 4.6 Where a complainant continues to correspond on a wide range of issues, and

this action is considered excessive, then the complainant is told that only a certain number of issues will be considered in a given period and asked to limit or focus their requests accordingly.

- 4.7 Complainant action may be considered unreasonably persistent if all internal review mechanisms have been exhausted and the complainant continues to dispute the Board or Ombudsman's decision relating to their complaint. The complainant is told that no future phone calls will be accepted or interviews granted concerning this complaint. Any future contact by the complainant on this issue must be in writing. Future correspondence is read and filed, but only acknowledged or responded to if the complainant provides significant new information relating to the complaint or raises a new unrelated complaint.

5 Deciding to Restrict Complainant Contact

- 5.1 Association Staff or Board members who directly experience aggressive or abusive behaviour from a complainant have the authority to deal immediately with that behaviour in a manner they consider appropriate to the situation and in line with this Policy.
- 5.2 With the exception of such immediate decisions taken at the time of an incident, decisions to restrict contact with the Association are only taken after careful consideration of the situation by two members of the EMT. Complainants are told in writing why a decision has been made to restrict future contact, the restricted contact arrangements and, if relevant, the length of time that these restrictions will be in place.

6 Recording and Reviewing a Decision to Restrict Contact

- 6.1 We record all incidents of unacceptable actions by complainants. Where it is decided to restrict complainant contact, an entry noting this is made in the Household's who present risk register.
- 6.2 A decision to restrict complainant contact may be reconsidered if the complainant demonstrates a more acceptable approach. The Chief Executive reviews the status of all complainants with restricted contact arrangements annually.

7 Escalation and Appeal

7.1 Complainants may request a review of the decision to restrict contact.

Appeals must be made in writing and will be reviewed by a member of the EMT not previously involved in the decision. Decisions regarding any appeal will be made within 20 working days of receipt.

8 Summary of Actions and Consequences

8.1 Below we provide examples of what constitutes an unacceptable action, and a possible response. Please note this list is not exhaustive.

Unacceptable Action	Examples	Possible Response
Aggressive/Abusive	Threats, insults, physical violence	End of contact, report to police
Unreasonable Demands	Excessive contact, unrealistic timelines	Limited communication, single contact point
Unreasonable Persistence	Repeated issues without new info	Restrict to written contact, ignore repetitive messages

9 Policy Availability and Review

Copies of this Policy are available on request and free of charge from the office. The Association will review this Policy every five years to make sure that the aims of the Policy are being achieved.

The Association aims to assist requests for this Policy to be made available in other languages and formats.

10 Equal Opportunities

The Association promotes equal opportunities and will not discriminate between persons on grounds of gender or marital status, racial grounds, or on grounds of disability, age, sexual orientation, language or social origin, or

of other personal attributes, including beliefs or opinions, such as religious beliefs or political opinions.