



Unacceptable Actions Policy

This policy explains how to approach situations in which members of the CHS Community may encounter unacceptable behaviour when carrying out their role. This is most likely to occur during the complaints process or when concerns are expressed however it can relate to any situation in which a member of the CHS Community encounters any of the behaviours described in this policy.

We believe that an individual's complaints and concerns have a right to be heard, understood and respected. We work hard to be open and accessible. Occasionally, the behaviour or actions of individuals using our service makes it very difficult for us to deal with their complaints or concerns. In a small number of cases the actions become unacceptable because they involve abuse of members of the CHS Community or our process. When this happens we have to take action to protect members of the CHS Community. We consider the impact of the behaviour on our ability to do our work and provide a service to others.

What actions do CHS consider to be unacceptable?

People may act out of character in times of trouble or distress. There may have been upsetting or distressing circumstances leading up to a concern or complaint coming to our organisation. We do not view behaviour as unacceptable just because an individual is forceful or determined. In fact, we accept that being persistent can be a positive advantage when pursuing a complaint. However, we do consider actions that result in unreasonable demands on our organisation or unreasonable behaviour towards members of the CHS Community to be unacceptable. It is these actions that we aim to manage under this policy.

Aggressive or abusive behaviour

We understand that individuals may be angry about the issues they have raised in a complaint. If that anger escalates into aggression towards members of the CHS Community, we consider that unacceptable. Any violence or abuse towards members of the CHS Community will not be accepted. Violence is not restricted to acts of aggression that may result in physical harm. It also includes behaviour or language (whether verbal or written) that may cause staff or volunteers to feel afraid, threatened or abused, and may include threats, personal verbal abuse, derogatory remarks and rudeness. We also consider inflammatory statements and unsubstantiated allegations to be abusive behaviour.

Unreasonable demands

A demand becomes unacceptable when it starts to (or when complying with the demand would) impact substantially on the work of the organisation. Examples of actions grouped under this heading include:

- repeatedly demanding responses within an unreasonable timescale
- insisting on seeing or speaking to a particular member of the CHS Community when that is not possible
- repeatedly changing the substance of a complaint or raising unrelated concerns

An example of such impact would be that the demand takes up an excessive amount of time and in so doing disadvantages other individuals.

Unreasonable levels of contact

Sometimes the volume and duration of contact made to our organisation by an individual causes problems. This can occur over a short period, for example, a number of calls in one day or one hour. It may occur over the life-span of a complaint when an individual repeatedly makes long telephone calls to us or inundates us with copies of information that has been sent already or that is irrelevant to the complaint.

We consider that the level of contact has become unacceptable when the amount of time spent talking to an individual on the telephone, or responding to, reviewing and filing emails or written correspondence impacts on our ability to deal with that complaint, or with other people's complaints.

Unreasonable use of the complaints process

Individuals with complaints about CHS have the right to pursue their concerns through a range of means. They also have the right to complain more than once about an organisation with which they have a continuing relationship, if subsequent incidents occur.

However, this contact becomes unreasonable when the effect of the repeated complaints is to harass, or to prevent an organisation from pursuing a legitimate aim or implementing a legitimate decision. We consider access to a complaints process to be important and it will only be in exceptional circumstances that we would consider such repeated use is unacceptable – but we reserve the right to do so in those exceptional cases.

Examples of how we manage aggressive or abusive behaviour

The threat or use of physical violence, verbal abuse or harassment towards members of the CHS Community is likely to result in a termination of all direct contact with an individual. Incidents may be reported to the police. This will always be the case if physical violence is used or threatened. We will not accept any correspondence (hard copy or electronic) that is abusive or contains allegations that lack substantive evidence. We will tell an individual that we consider their language offensive, unnecessary and unhelpful and ask them to stop using such language. We will state that we will not respond to their correspondence if the action or behaviour continues. Members of the CHS Community will end telephone calls if they consider the caller aggressive, abusive or offensive.

Members of the CHS Community have the right to make this decision, to tell the caller that their behaviour is unacceptable and end the call if the behaviour persists. In extreme situations, we will tell the individual in writing that their name is on a 'no personal contact' list. This means that we will

limit contact with them to either written communication or through a third party.

Examples of how we deal with other categories of unreasonable behaviour

We have to take action when unreasonable behaviour impairs the functioning of our organisation. We aim to do this in a way that allows a complaint to progress through our process. We will try to ensure that any action we take is the minimum required to solve the problem, taking into account relevant personal circumstances including the seriousness of the complaint and the needs of the individual.

Actions we may take

Where an individual repeatedly phones, visits the organisation, raises repeated issues, or sends large numbers of documents where their relevance isn't clear, we may decide to:

- limit contact to telephone calls from the individual at set times on set days
- restrict contact to a nominated member of the CHS Community who will deal with future calls or correspondence from the individual
- see the individual by appointment only
- restrict contact from the individual to writing only
- return any documents to the individual or, in extreme cases, advise the individual that further irrelevant documents will be destroyed
- take any other action that we consider appropriate

Where we consider continued correspondence on a wide range of issues to be excessive, we may tell an individual that only a certain number of issues will be considered in a given period and we ask them to limit or focus their requests accordingly.

In exceptional cases, we reserve the right to refuse to consider a complaint or future complaints from an individual. We will take into account the impact on the individual and also whether there would be a broader public interest in considering the complaint further. We will always tell the individual what action we are taking and why.

The process we follow to make decisions about unreasonable behaviour

Any member of the CHS Community who directly experiences aggressive or abusive behaviour from an individual has the authority to deal immediately with that behaviour in a manner they consider appropriate to the situation and in line with this policy. With the exception of such immediate decisions taken at the time of an incident, decisions to restrict contact are only taken after careful consideration of the situation. Wherever possible, we will give an individual the opportunity to change their behaviour or action before a decision is taken.

How we let people know we have made this decision

When a member of the CHS Community makes an immediate decision in response to aggressive or

abusive behaviour, the individual is advised at the time of the incident. When a decision has been made by senior management at CHS, an individual will always be 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. This ensures that the individual has a record of the decision.

The process for appealing a decision to restrict contact

It is important that a decision can be reconsidered. An individual can appeal a decision to restrict contact. If they do this, we will only consider arguments that relate to the restriction and not to either the complaint made to us or to our decision to close a complaint.

An appeal could include, for example, an individual saying that: their actions were wrongly identified as unacceptable; the restrictions were disproportionate; or that they will adversely impact on the individual because of personal circumstances. A member of the CHS National Team who was not involved in the original decision will consider the appeal. They have discretion to quash or vary the restriction as they think best. They will make their decision based on the evidence available to them. They must advise the individual in writing that either the restricted contact arrangements still apply or a different course of action has been agreed.

How we record and review a decision to restrict contact

We record all incidents of unacceptable actions by individuals. Where it is decided to restrict contact, an entry noting this is made in the relevant case file and in appropriate records. A decision to restrict contact as described above, may be reconsidered if the individual demonstrates a more acceptable approach. A member of the Senior Management Team will review the status of any individuals with restricted contact arrangements on a regular basis.

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