

Unacceptable behaviour policy

Who's this for?	Colleagues and customers
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Policy Owner	Customer Resolution Manager
Other related documents	Complaints resolution procedure Equality Policy Vulnerable Customers Policy Unacceptable behaviour guidance Privacy Notice Social Media Policy Reasonable Adjustments Policy Customer Complaints and Concerns Panel TOR

1. Policy statement

At settle, we are committed to delivering our customer promise. We value everyone and believe that all customers have the right to be heard, understood and respected. We also consider the same to be true for our colleagues.

This policy sets out what we consider to be unacceptable behaviour, and our approach to dealing with this in a fair and transparent way.

2. Current position

In the last 12 months we received over 105,000 customer contacts with only a very small number of concerns raised by settle colleagues about unacceptable behaviour. However, we wish to address these concerns as we deem any number of these incidences with our colleagues unacceptable.

Key principles

We take a zero-tolerance approach to unacceptable behaviour. Our colleagues will always be supported where a stressful situation has arisen. We will always take a fair and reasonable approach to assessing and addressing unacceptable behaviour. Here are some examples of what we deem to be unacceptable behaviour:

- Verbal abuse including shouting and swearing
- Aggression, violence and threats of violence
- Prejudice and discriminatory remarks, for example unfair treatment based on race, gender, disability
- Harassment and bullying
- Excessive demands outside of our normal service offer
- Contacting members of our team outside of work, including through their personal social media accounts.

3. Objectives

We realise that sometimes people may get upset or frustrated when things go wrong and that a certain level of persistence may be required to pursue legitimate complaints and concerns. There may be times where we feel that the way in which you behave in your contact with us is unacceptable. In these circumstances we will try to work with you to agree a communication plan, such as:

- Communicating through a third party
- Limiting contact to a specific communication form
- Limiting contact to a named member of our team or email address
- Limiting contact to specific dates and times.

When we recognise unacceptable behaviour, we'll let you know. We'll be clear about what we find unacceptable and provide you with the opportunity to consider and adjust your behaviour.

We'll also take measures and make reasonable adjustments to support anyone who may need some help to communicate or interact in a positive way.

Where we need to consider a more formal approach, we'll look at the type of behaviour, the risk it poses and how it affects our colleagues' ability to provide services to other customers.

The types of action we may take include:

- Record a warning on your tenancy record (if applicable).
- Only visiting your home in pairs if we deem there to be a potential risk to colleague safety.
- Notifying other agencies if we think there may be a risk to your safety and the safety of others.
- Informing the police. This will always be the case if violence is threatened or used.
- In extreme cases, we may consider taking action against a customer's tenancy or contract with us.

Where we feel it appropriate to put a restriction in place, we will write to you confirming the reason why and the date on which the restriction will be reviewed. We will also provide you with the right to appeal our decision.

At the time of review, consideration will be given to lifting the restriction. If we believe it hasn't improved, an explanation will be provided as to why the restriction will remain in place for a further period pending the next agreed review date.

4. Desired outcomes

- To provide a consistent, fair and transparent approach to how we manage unacceptable behaviour.
- To ensure all customers and colleagues are treated fairly and with respect.
- To ensure our customers are heard and understood in the most appropriate way.
- Colleagues are equipped to manage cases of unacceptable behaviour and feel supported when doing so.

5. Policy actions

- Be clear about our approach with customers & colleagues
- QL alerts for colleagues
- Review of procedure for risk register
- Focus on upskilling and training colleagues including but not limited to managing difficult conversations and recognising and supporting vulnerabilities

- Introduce an internal support network for colleagues
- Introduce a panel for reviewing decisions
- Introduce an appeals process aligned to the panel
- Where conflict resolution and working with vulnerable customers makes up more than 50% of a role, we will look to review our colleague proposition
- Consider and where appropriate strengthen our safe working practices.
- Introduce call recording to help with colleague training.

6. Performance indicators

- Peakon pulse survey
 - Equality – I feel that settle has an inclusive culture.
 - Support – I am able to look after my mental health working at settle.
 - Response – if I experience misconduct at work, I'm confident that settle. would take action to rectify the situation.
 - Wellbeing – colleague health & wellbeing is a priority at settle.

7. Key legislation

Key legislation is listed below, this is not an exhaustive list, all other legislation will be adhered to:

- The Equality Act 2010
- The GDPR Act 2018
- The Landlord and Tenant Act 1985

8. Review

This policy will be reviewed every two years in line with any updated relevant legislation and consumer regulation, or when there is a business need.