



Trust



Kindness



Hope

“Together, we will end poverty”

CLWYDALYN POLICY

Unacceptable Behaviour Policy

IMS/CAS-POL-06

Version 1

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About ClwydAlyn

Our mission is to beat poverty, and we strive to support our residents into work, training and volunteering.

How we do things



Trust



Kindness



Hope

Contact us



Customer Services

Monday to Friday 08:00 to 17:00 Freephone from a landline 0800 183 5757 or 01745 536800

Out of hours emergency repairs

0300 1233091 or text 07786 202533 (please remember to include your name, address and telephone number in your message).



E-mail/online

help@clwydalyn.co.uk or online @ <https://www.myclwydalyn.co.uk/>



Postal address

72 Ffordd William Morgan
St Asaph Business Park
St Asaph
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#InfluenceUs

Do you want the chance to feedback on what is important to you as a ClwydAlyn resident? Do you want to help shape and improve the service we provide to you? Do you have anything from a few minutes to a few hours to spare each month? If the answer is Yes, then this is your chance to become an Influencer at ClwydAlyn, please follow the link [#influenceus form](#) or contact influenceus@clwydalyn.co.uk

Equality, Diversity and Inclusion

Every care has been taken to make this document inclusive. If you have any suggestions or would like this document in an alternative format, please contact document control on hsqe@clwydalyn.co.uk

Document Information/Document Control

This document is an agreed statement which contains the set of principles acting as guidelines for achieving the goals of ClwydAlyn. This Policy is agreed and by the Committee and or the Executive Management Team. This document cannot be changed unless authorised to do so using the document change authorisation note QF-F-10.

The master copy is held by the Document Controller, the PDF version is held in ClwydAlyn’s SharePoint.

For further information please contact document control hsqe@clwydalyn.co.uk

Issue Number and Revision History

Version No.	Revision Details/Reason for change	Author	Date
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1 Introduction

ClwydAlyn is committed to providing excellent customer service and care to its Tenants and Residents. Trust, hope and kindness is at the heart of everything we do, and we will always do our best to make our services easy to use and accessible to all. We believe that our Residents have the right to be heard, understood and respected, and we will make reasonable adjustments where necessary to ensure we are open and accessible to everyone.

ClwydAlyn also prides itself on being a trauma-informed employer. This means that we will consider the impact of trauma and what impact this has had on our staff and Residents – making reasonable adjustments where possible, in addition to ensuring the prevention of any such re-traumatisation.

This policy sets out how contact may be managed on those small number of cases where the actions or behaviour of one of our Residents challenges our ability to be able to perform or deliver an effective service. It also sets out our commitment to protect our employees from abuse and/or the threat of aggression and violence in the workplace.

2 Scope

This policy applies to ClwydAlyn trustees, employees, agency workers, volunteers and contractors working for the Organisation. The policy pertains to all forms of communication used or encountered by ClwydAlyn staff in the course of their duties: face to face verbal, written, by telephone or electronic such as a social media.

3 Definition

For the purpose of this policy, definitions (not exhaustive) are as follows:

Term/Behaviour	Definition
Abuse and violence	Any circumstance in which a person is abused (including verbal abuse), threatened or assaulted in circumstances relating to their work causing fear, anxiety or distress.
Harassment	Pattern of behaviour that makes an employee feel threatened, distressed or frightened such as verbal, emotional, sexual, psychological abuse, bullying, unwanted comments, abuse via social media.

Term/Behaviour	Definition
Unwanted/Unwarranted attention	Behaviour that is not reasonable, is without basis or fact, is unfounded and inappropriate.
Persistent	Behaviour that is repetitive and disruptive, undesired behaviour that continues even when challenged.

4 Purpose

For the rare occasions where the actions of a Resident may become unacceptable, we have to take action to protect the health and wellbeing of our staff. This policy provides aims to ensure that this is dealt with in a transparent and consistent method across the organisation.

This policy sets out how unacceptable behaviour can be identified early, considered by the appropriate Officers, from which informed decisions will be made. Should it be identified that a behaviour requires reasonable adjustments to be made, we will action this.

The policy clearly sets out the types of behaviour that is deemed as unacceptable and that ClwydAlyn is committed to ensuring that wherever possible this form of behaviour will be eliminated from the workplace. In some services, such occurrences cannot be completely eliminated and what remains will be addressed through as process of risk assessment and local controls.

ClwydAlyn is committed to:

-  Providing sufficient resources to manage these incidents and resulting risks.
-  Providing relevant information with specialised training, where appropriate, and instruction to effectively manage incidents and reduce risks.
-  Ensuring staff report all instances of unacceptable behaviour and will support staff to report issues to the Police if required. The Group is committed to investigating any such incidents.
-  Reserving the right to report incidents to the police if they feel this is an appropriate course of action e.g. to protect others in the organisation who may be exposed to such behaviour in the future. Where appropriate, Management are encouraged to develop procedures for the control of this behaviour within their own teams as appropriate.

- 🏠 Meeting its statutory health and safety duties to protect employees from harm, to include psychological harm, from abuse, threatening or violent behaviour at work.
- 🏠 Protecting others (stakeholders/partners/volunteers) for whom ClwydAlyn may owe a duty of care.

5 Definitions of unacceptable behaviour and unreasonable contact

5.1 Aggressive, abusive or offensive behaviour

Employees have the right to work in an environment free from aggressive, abusive or offensive language or behaviour at all times. We consider such behaviour to include:

- 🏠 swearing or abusive language
- 🏠 over-bearing behaviour; refusing to give staff an opportunity to speak
- 🏠 repeated derogatory comments
- 🏠 inappropriate sexual or gender-based remarks
- 🏠 inappropriate cultural, racial, political or religious references
- 🏠 rudeness or shouting
- 🏠 threatening behaviour
- 🏠 emotional abuse or manipulative behaviour

5.2 Unreasonable Demands or Persistence

We are committed to providing a proportionate amount of time and resources to each request for a service or complaint. However, unreasonable demands and/or persistence may prevent employees from fulfilling this commitment. We consider such behaviour to include:

- 🏠 Excessive telephone calls, emails or letters.
- 🏠 Sending duplicate correspondence.
- 🏠 Persistent refusal to accept a decision or explanation.
- 🏠 Continuing to contact us after a decision, about the same or similar matters, without presenting new or relevant information.
- 🏠 Demanding responses within an unreasonable time scale or information not relevant to a request for service or complaint.
- 🏠 Refusing to cooperate with our complaint handling procedures.

- 📍 Raising matters that are immaterial to a request for service or complaint or repeatedly changing the substance of a request for service or complaint.
- 📍 Repeatedly contacting or insisting to speak to an employee who is not directly dealing with a request for service or complain.

5.3 Managing unacceptable behaviour

5.4 Terminating a Telephone Call

Employees may terminate a call if subjected to the behaviours outlined above. Before taking this action, the caller will be warned once that their conduct is of concern, to allow them the opportunity to moderate their behaviour. If the behaviour persists, no further warnings will be given, and the call will be terminated.

The employee who terminates a call will report it to their Manager. Following a terminated call if the customer makes further contact and the behaviour has not changed, further action can be taken to restrict telephone contact for one day. This decision will be recorded and communicated at the earliest opportunity to all employees taking frontline calls.

In the event that the customer does not modify their behaviour, further consideration will be given to formally managing contact, as appropriate, between the customer and the service.

5.5 When to manage the contact

With a small number of cases, where the actions or behaviour of a customer challenges or precludes us in our ability to deliver an effective service, this should be reported by the staff Member to their immediate Senior/Manager.

The Manager will consider the evidence and decide as to whether a warning should be given and, if necessary, provide a copy of this policy. Should the behaviour be sufficiently serious, and a warning has already been conveyed, a decision will be made by the Manager to manage the contact or escalate the matter to Senior Management.

During the process staff should be mindful that additional, independent support for the customer may be of benefit and the offer of signposting to relevant advocacy/agencies may be of assistance at this stage. The standard process to follow is:

Decision Process	Decision Type	Appropriate Officer
1	Warn that continued behaviour will warrant the termination of the call	All employees
2	Terminate call – report to Senior/Line Manager	All employees
3	Restrict contact for one day	Senior/Line Manager
4	Further action needed	Senior/Line Manager
5	Formally manage contact	Manager
6	Monitor situation	Manager
7	Review decision periodically	Head of Service
8	Appeal	Senior Leadership Team

We may (amongst other considerations) manage the contact by:

- 📍 Limiting contact to a particular form for example, the customer may be limited to contacting us by email or letter only.
- 📍 Limiting telephone calls to specific days and/or times.
- 📍 Arranging for a single point of contact for all future correspondence.
- 📍 An agreed behaviour contract, setting out what is expected of the customer, to be signed by the customer.
- 📍 Advising the customer that their correspondence will be read to ensure no new issues are raised but will then be filed or destroyed without acknowledgement.
- 📍 Wherever possible, we will endeavour to ensure that at least one line of contact will remain available.

Decisions on how to formally manage contact are made as detailed in the Decision Matrix above, on a case-by-case basis. However, where a Resident's behaviour is extremely challenging, Senior Management may need to be involved at an earlier stage. For example, where:

- 📍 Employees are struggling to be heard, or feel upset, threatened, bullied or belittled by the contacts.
- 📍 The contact is sexist, racist, culturally inappropriate etc.
- 📍 A caller demands disproportionate time is spent relative to the circumstances of the issue or makes unreasonable demands for action by us.

- 🏠 There is repetitive contact that is not merited in the circumstances of the case.
- 🏠 There are disproportionate threats to employees, legal action etc.
- 🏠 The customer is highly needy, emotionally demanding, or appears to be becoming dependent on certain members of staff.
- 🏠 There are repeated challenges to decisions.

Residents will be notified of a decision to manage their contact, the reasons why this decision has been taken, how long any restriction will be in place, when it will be reviewed and the right to appeal the decision. A copy of this policy will be enclosed with the decision.

6 Extreme Behaviour

Some behaviour may be so extreme that it threatens the immediate safety or welfare of staff. We take any threat to staff very seriously. In such circumstances, the matter would be immediately reported and considered by a Line Manager or Senior who will work with the employee to ensure that all necessary steps to ensure their wellbeing are taken.

We may also consider other options, for example reporting the matter to the police or taking legal action.

7 Recording, monitoring and reviewing decisions

The decision to manage contact with a Resident will be reviewed by the decision maker at the time specified and formally documented, and which will be no more than six months after the date the decision was taken. Any alterations to the restriction will be noted on CX. We will always contact a Resident to advise them of any change to the restriction if they remain in active contact with the Group at the time of the review.

The implementation of this policy will be overseen by Resident Committee who will be provided with bi-annual reports on the following:

- Number of incidents reported
- Outcomes and sanctions applied
- Evidence of review of any sanctions applied
- Number of appeals and outcomes

8 Right to appeal

The Resident can appeal a decision to manage contact within 20 working days of receiving notification of this in writing by the Manager. The Head of Service will consider the appeal and advise the Resident in writing of the outcome.

If the customer is unsatisfied with the outcome of the review of decision/appeal, they can refer the matter to the Public Services Ombudsman for Wales

9 Equality and Diversity Framework

This policy will reflect the requirements of the Equalities Act 2010 and show due regard for an individual's medical condition and vulnerability such as mental health issues and learning disabilities. Accordingly, any restrictions imposed on a customer's contact we will recognise and be appropriate to their individual circumstances.

10 General Data Protection Regulations (GDPR)

Data will be stored in accord with the Association's Data Retention Policy, complying with the collection, storage, access to, provision and disclosure of data in accordance with the Data Protection Act 2018.

11 Complaint

ClwydAlyn recognises the right to bring forward a complaint in relation to the exercise of this policy. Any such complaint will be dealt with under the Compliments and Complaints Policy. ClwydAlyn will ensure that any decision relevant to this policy are reasonable and comply with relevant policy and legislation.

12 Related documents

-  [Guidance on Ensuring Dignity at Work \(HR-G-73\).pdf](#)
-  [Equality, Diversity and Inclusion Guidance \(ED-G-07\).pdf](#)
-  [COMPLIMENTS AND COMPLAINTS POLICY \(GOV-POL-19\).pdf](#)