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**Unacceptable Actions Procedure**

1. **Introduction**
   1. The purpose of this procedure set outs the steps to invoke a response to an Unacceptable Action as described in the Unacceptable Actions Policy.
2. **What is an Unacceptable Action?**
   1. Occasionally, the behaviour or actions of some customers or their representatives make it very difficult for employees to interact with them effectively. In a small number of cases the actions become unacceptable because they involve inappropriate treatment or abuse of employees, equipment or processes. The Unacceptable Actions Policy outlines what kind of actions from a customer may be considered unacceptable under the Unacceptable Actions Policy and Procedure.
   2. It is unlikely that a one off difficult conversation or situation would be considered unacceptable under this procedure. For example, if a customer calls and is considered aggressive, abusive or offensive, employees can politely terminate the telephone call. The employee taking the call has the right to make this decision, tell the caller that their behaviour is unacceptable, and end the call if the behaviour does not stop.
   3. Managing difficult situations occurs in every employee’s work from time to time, and training for dealing with challenging behaviour helps employees to confidently manage this situation in a professional way to lead to a good outcome for all.
3. **What should happen if a Hanover employee thinks an unacceptable action has occurred on behalf of a customer?**
   1. If any employee feels that a customer or their representative is behaving in a way that would be considered unacceptable, even on a one off basis, they should speak to their manager and/or relevant Housing/Care Manager in the first instance. A note will be made on the customer`s record on our Housing Management System. If numerous potential unacceptable actions are noted on the system, then the behaviour could move from being unacceptable on a one off occasion to becoming unacceptable actions which fall under the Unacceptable Actions Policy.
   2. Any such incident should be recorded on the customer`s record on our Housing Management System and on the WorkRite Accident & Incident system as a category under Challenging Behaviour. Incidents are reported on a monthly basis to SMT and OMT.
   3. If the customer’s past behaviour has been causing concern to the employee, it is likely that the situation has already been discussed with the manager in a supervision or one to one meeting with actions agreed on how to manage the situation to a successful conclusion.
   4. Each employee deals with difficult situations differently and there will be times when an employee tries to contain a difficult situation without reference to a manager.
   5. However, a time could be reached when the employee, in discussion with their manager, feels that the actions of the customer or their representative are unacceptable because of the effect on the employee and/or the time that is needed to deal with the customer.
   6. When this situation is reached, the manager must contact their Head of Service and the Head of Governance & Transformation and agree if the actions warrant a discussion about the implementation of a response under the Unacceptable Actions Policy.
4. **What are the Remedies?**
   1. If the manager and the Head of Service decide that the actions are unacceptable as per definition within the Unacceptable Actions Policy, a discussion with the Head of Governance & Transformation must be carried out before any action is taken. The Head of Governance & Transformation will then decide whether to proceed under the Unacceptable Actions Policy.
   2. If the Head of Governance & Transformation is not available, the Director of Business Supprt & Transformation or Director of Customer Service will advise.
   3. Because each situation is different, an individual response will be required. In some cases, consideration may be given to the use of mediation services in order to address unacceptable actions.
   4. The Head of Governance & Transformation will issue a warning letter to the customer, enclosing a copy of the Unacceptable Actions Policy.The Performance & Transformation Team will create a record on the Unacceptable Actions Register.
   5. If the unacceptable action occurs during a complaint investigation under the Complaints Handling Policy and Procedure, Hanover will implement the policy in a way that allows the complaint to progress to completion through our complaints process.
   6. If the customer continues with the unacceptable actions following the warning letter, the Head of Governance & Transformation must be informed. An appropriate response will be agreed upon and documented in the Unacceptable Actions Register. An Unacceptable Actions letter will be issued, outlining Hanover’s planned response. Examples of possible responses to persistent unacceptable actions from a customer are outlined in the Unacceptable Actions Policy.
   7. If the customer ceases the unacceptable actions following the warning letter for at least three months, their record on the Unacceptable Actions Register will be closed as part of a quarterly review of the register by the Performance and Transformation Team.
   8. If there is to be limited personal contact with the customer an alert will be set up on their record on our Housing Management System (and Telecare system, if applicable) for a 2 person visit to ensure the safety of all employees who may be in contact with the customer.
   9. Telecare will be notified of any new/ceased restrictions through an email to telecareops@hanover.scot and will then add/remove a note against the customer`s record on their system.
   10. Any restrictions imposed will not be set indefinitely and a review period should be agreed at the outset in consultation with the employee who raised the action.
   11. If the individual’s behaviour has improved at the point of review, consideration can be given to lifting the restriction. If it has not improved, an explanation should be provided as to why the restriction will remain in force for a further period pending the next agreed review date.
   12. If we consider that any issues being caused by the customer are due to an illness we will try, where possible, to work with the customer and, where appropriate, external agencies such as social work, to provide the best possible support.
5. **Review and Monitoring**
   1. This procedure will be reviewed as/when required or every three years.

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| **Department** | **Business Support & Transformation - Governance & Transformation** |
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**Appendix 1 – Unacceptable Actions Flowchart**

Employee observes unacceptable action

Employee discusses with Manager and creates record on HMS/Workrite

Cause for concern - discuss potential application of UPA with Head of Service and Head of G&T. Also consider involving mediation, SACRO, social work, etc

No cause for further concern - monitor

UAP invoked – issue warning letter and create record on Unacceptable Actions Register

UAP not invoked - monitor

Unacceptable Action stops – close record on UA Register after 3 months

Unacceptable Action continues:

* Agree response with Head of G&T
* Outline Hanover Response in a letter the the customer
* Consider customer alert on HMS and Telecare system (ref. Customer Alert Procedure)
* Set review date for record on Unacceptable Action Regster

Unacceptable Behaviour not improved – keep restrictions and set a further review date

Review Record on Unacceptable Actions Register

Unacceptable Behaviour improved – consider lifting restrictions and closing record on Unacceptable Actoins Register