



Unacceptable Behaviour Policy & Procedure

Date: February 2014

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Date of Renewal	Policy Considered last	Date uploaded to Inhouse	Author	Summary of changes
February 2013	29.02.2012	01.03.2012	Margaret Langley	Policy created
February 2017	19.02.14	24.02.14	Chris York	Policy and procedure split. Sections 3, 7, 8 & 9.3 added. Procedures updated.
February 2017	19.02.14	23.05.16	Chris York	Updated to incorporate H & C Restructure
February 2018 (delayed)	19.02.14	23.10.17	Chris York	Procedure updated following staff survey on unacceptable behaviour
February 2018 (delayed)			Chris York	Policy and Procedures updated to encompass MHA Group.
Department: Housing & Communities				

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1. Introduction

- 1.1 Monmouthshire Housing Association (MHA) and Capsel Limited (MHA Group) has Customer Service Standards that state how its staff will deal with residents and other customers. It is equally important that its staff should not be subject to unacceptable behaviour from anyone they deal with in the course of their work.
- 1.2 The Unacceptable Behaviour Policy and Procedure is necessary for the efficient management and administration of MHA Group both now and in the future.

2. Policy Aims

The purpose of this Policy is:

- 2.1 To give a commitment to staff, customers and other residents in the community that unacceptable behaviour will not be tolerated and will be dealt with robustly.
- 2.2 To make every effort to ensure staff, contractors and agents working on behalf of the Association are able to carry out their duties safely without disadvantage, fear or distress caused by unacceptable behaviour.
- 2.3 To make clear to staff, customers and other residents in the community what behaviour MHA considers is unacceptable.

3. Scope

- 3.1 The Unacceptable Behaviour Policy and Procedure relates to both staff and residents and covers all of MHA's operational activities.

4. Links to Relevant Legislation

- 4.1 The Unacceptable Behaviour Policy and Procedure is framed by and complies with relevant legislation, which includes:
 - a) The Equalities Act (2010)
 - b) The Human Rights Act (1998)
 - c) Health and Safety at Work Act 1974
 - d) Health and Safety at Work Regulations 1999 (Risk Assessment)

- 4.2 This Policy and Procedure also complies with the various tenancy agreements utilised by MHA, which include Enhanced Assured, Assured, Starter and Assured Shorthold agreements.

5. Links to Internal Policies and Procedures

- 5.1 This Policy and Procedure should be used in conjunction with other relevant MHA policies and procedure, which include:
- a) Agile Working Policy
 - b) Anti-social Behaviour Policy and Procedure
 - c) Complaints, Compliments and Comments Policy and Procedure
 - d) Dignity at Work Policy
 - e) Equality & Diversity Policy
 - f) Health & Safety at Work Policy
 - g) Lone Working Policy and Procedure
 - h) Wellbeing Policy
 - i) Capsel Limited Policies and Procedures
 - j) Data Protection Policy and Procedures

6. Definitions

- 6.1 For the purposes of this Policy and Procedure, the term 'customer' refers to:

- a) Anyone who accesses and uses services supplied by MHA Group

- 6.2 For the purposes of this Policy and Procedure, the term 'resident' refers to:

- a) Current or former MHA tenants and leaseholders
- b) Current or former private tenants, owner occupiers or local landlords
- c) Housing applicants
- d) Visitors to any property owned by MHA including peoples homes and MHA offices or other premises
- e) Friends, relatives or advocates of any of the above

- 6.3 For the purposes of this Policy and Procedure, the term 'staff' refers to:

- a) Staff directly employed by MHA
- b) MHA Board Members and tenant representatives, when performing duties on behalf of MHA
- c) Staff employed by contractors or suppliers to MHA Association when they are working on behalf of MHA
- d) Any agent working on behalf of MHA Group
- e) Any person working with MHA on a voluntary basis

6.4 For the purposes of this Policy and Procedure, there are two main categories of unacceptable behaviour. These are:

- a) Aggressive or Abusive behaviour, and
- b) Unreasonable demands and/or Harassment

6.5 MHA Group will not deem behaviour to be unacceptable just because a customer or other residents in the community is determined or forceful when making reasonable requests or complaints.

7. Roles and Responsibilities

7.1 Any staff member who believes they have experienced unacceptable behaviour must take responsibility for raising a concern, as outlined in the Unacceptable Behaviour procedure.

7.2 Line Managers and Managers must deal with reported incidents of unacceptable behaviour as quickly as possible.

8. Equality and Diversity

8.1 The administering of the Unacceptable Behaviour Policy and Procedure will not involve discrimination. In dealing with incidents of unacceptable behaviour and deciding the action to take, MHA will take into account the individual circumstances of both staff, customers and/or residents involved. For further details refer to MHA's [Equality and Diversity Policy](#).

9. Policy Review

9.1 The Unacceptable Behaviour Policy will be formally reviewed every 3 years.

9.2 The accompanying procedure will be reviewed, amended and updated as is necessary in order that it remains relevant and fit-for-purpose.

9.3 The process of review will consider whether the policy aims are being met and if the procedure is being adhered to by staff. Actions will be carried out as required to achieve policy aims and continually improve the process to deal with unacceptable behaviour.

Procedure

10. Types of Unacceptable Behaviour

Aggressive or Abusive Behaviour:

- 10.1 Aggressive or Abusive Behaviour - includes actual violence or any behaviour or language which may cause staff to suffer harm, or to feel fearful, threatened or abused. It can be physical, verbal or written.
- 10.2 Examples of aggressive or abusive behaviour are physical violence, threats, personal verbal abuse, derogatory or insulting remarks. Making inflammatory statements or unsubstantiated allegations can also be regarded as abusive behaviour.
- 10.3 Language which contains sexist, racist, homophobic or any other form of discriminatory comments is considered abusive as are comments which threaten violence or are used to intimidate. The use of persistent swearing or foul language is also regarded as abusive.

Unreasonable Demands or Harassment:

- 10.4 Customers/residents may make what can be considered as unreasonable demands on MHA staff through the amount of information they seek, the scale of the service they expect or the number of approaches or complaints that they make. What amounts to harassment will depend upon the circumstances surrounding the behaviour and the seriousness of the issues created by the resident.
- 10.5 Examples of unreasonable demands may include, but is not limited to:
 - a) demanding responses within an unreasonable time scale
 - b) insisting on meeting with or speaking only to a particular member of staff
 - c) making persistent phone calls or persistently contacting MHA Group by other means
 - d) Repeatedly changing the substance of a complaint or raising unrelated issues
 - e) Persistent refusal to accept a decision made in relation to a complaint
 - f) Refusal to accept explanations relating to what can and what cannot be done
 - g) Continuing to pursue a complaint without presenting any new information, although this does not exempt residents from pursuing a complaint through MHA Group's complaints processes

- 10.6 MHA Group considers demands to be unreasonable when they impact substantially on the work of staff, for example by taking up an excessive amount of time which is disproportionate to the issue. This is regarded as being to the disadvantage of other customers/residents as it can impact on the service that can be provided to them.
- 10.7 In extreme cases, unreasonable demands as outlined above can be classed as harassment.
- 10.8 MHA tenancy agreements state that tenants, members of their household or their visitors must not commit any form of harassment, or threat of harassment, on the grounds of race, colour, religion, sex, sexual orientation, age or disability which may interfere with the peace and comfort of, or cause offence to, other persons in the neighbourhood or to any of our agents, tenants, staff or contractors. Examples of harassment include:
- a) Racist behaviour or language
 - b) Using or threatening to use violence
 - c) Using abusive or insulting words or behaviour
 - d) Damaging or threatening to damage another person's home or possessions
 - e) Writing threatening, abusive or insulting graffiti,
 - f) Doing anything that interferes with the peace, comfort or convenience of other people,
 - g) Making false allegations against neighbours
 - h) Making false allegations against staff
- 10.9 Any instance of Hate crime is also classed as a form of harassment. Hate Crime is where a person is harassed, verbally abused or attacked because they are 'different' for instance due to age, disability; religion or beliefs; gender; sexual orientation; race or other issues.

Internet and social networking websites:

- 10.10 MHA Group considers the use of social networking sites and the internet to harass or bully and perpetrate aggression and/or abuse towards MHA Group's staff to be unacceptable behaviour.

11. Raising Awareness of Unacceptable Behaviour

- 11.1 New Homes Officers should emphasise that unacceptable behaviour will not be tolerated during the sign-up of new tenancies.

- 11.2 Team meetings should be used to openly discuss cases of unacceptable behaviour and actions taken in all departments. This forms part of the health and safety agenda item for team meetings.
- 11.3 Dealing with unacceptable behaviour forms part of MHA Group's Customer Care training for staff.
- 11.4 MHA's Human Resources Team can arrange bespoke training for staff who want to develop knowledge to deal with confrontational individuals. Addressing unacceptable behaviour over the phone is different to dealing with it face-to-face. Training should be appropriate for the medium of interaction. E.g. phone requires more emphasis on tone, whereas face-to-face covers body language etc.
- 11.5 MHA Group's websites, intranet and tenant magazine will be used to raise awareness around unacceptable behaviour and the process that staff need to follow to address it effectively.
- 11.6 Line managers should take responsibility for ensuring contractors and volunteers are aware of MHA Group's Unacceptable Behaviour Policy and Procedure.

12. Process to Deal with Unacceptable Behaviour

- 12.1 Every case of unacceptable behaviour will be considered individually.
- 12.2 A staff member must take responsibility for reporting unacceptable behaviour. It should be reported to the line manager directly or through the raising of a concern card. In serious cases (section 12.6) this should be done the same day or the next working day from when the incident occurred.
- 12.3 Where an incident is reported a line manager should offer general support to a staff member. The extent of support will depend on the individual circumstances of each incident. Serious incidents requiring formal support/counselling can be arranged by Human Resources. Experiences of unacceptable behaviour can be discussed during 1-2-1s. Managers should take at least some type of action, which may often involve nothing more than having an informal chat/providing support to someone, worried about an experience.
- 12.4 An [Adverse Event Reporting Form](#) will need to be completed (the form and procedure is available in the Health and Safety folder in the M Drive, or on Inhouse. The completed form will need to be passed to the Head of Facilities and Compliance by a staff member completing the form.

- 12.5 Where the unacceptable behaviour is reported, a line manager should decide the course of action to take. If the incident is considered serious enough for the Community Safety Team to take action, the Community Safety Team Manager (CSTM) will need to decide the course of action to take. The line manager should ensure all relevant information is passed onto the CSTM as necessary.
- 12.6 The Community Safety Team should be made aware of serious incidents immediately. A serious incident would include (but may not be limited to) where physical violence is used or threatened or in cases of hate crime or cyber abuse/bullying directed at staff. Serious incidents should always be reported to the police by the person affected by the incident, with support from their line manager. The staff member will need to supply a statement to the police. In these cases MHA may take out an injunction against the perpetrator. If they are a tenant, further legal action may be taken against them which could affect or end their tenancy in accordance with MHA's Anti Social Behaviour Policy and Procedures. Where legal action is taken, good record-keeping, evidence of decision-making, consideration of any disabilities and individual circumstances must always be key considerations.
- 12.7 Where a tenant or other MHA customer perpetrates unacceptable behaviour a note should be placed on Capita outlining the incident and the course of action taken. The Capita/Total warning facilities should be used as appropriate – Refer to Section 21 below for the process. The decision to apply a warning marker on an account, should be made by the Community Safety Team Manager (or in the absence of that person, a member of the Community Safety Team).
- 12.8 For Homesearch applicants, a record should be retained on Locata.
- 12.9 In the case of leaseholders, incidents and the action taken should be retained with leaseholder records.
- 12.10 Capsel Limited should make provisions to record incidents and action taken on their own separate database.
- 12.11 In deciding proportionate action staff should also take into account a perpetrator's known circumstances (potentially consulting with other staff). For example, behaviour may be caused/worsened by a medical problem, a mental health problem or a recent bereavement. In addition records kept by MHA Group should be referred to, to ascertain if an individual has perpetrated unacceptable behaviour previously, which will have an impact on the action taken e.g. it could also lead to an Anti-social Behaviour Case being logged (which would be at the discretion of the Neighbourhood Manager or CSTM. A manager has to ultimately sanction the action to take, but should also provide

a full explanation for the reason behind the decision as appropriate, especially if staff feel MHA Group is acting inconsistently. NB: on the surface, two seemingly similar situations could give the impression that they require the same action. However, they may actually require very different actions, when all relevant factors are considered to reach a decision.

- 12.12 When an incident and accident form is completed (which is for all cases raised by a staff member with a manager), the staff member affected and their line manager should jointly agree the action to take.
- 12.13 Following an incident of unacceptable behaviour being referred to them, Line Managers and Senior Officers must deal with incidents as quickly as possible (ideally within 5 working days if possible). In cases where abuse, actual violence or threats of violence, cyber abuse/bullying or hate crime have taken place, the aim should be to take appropriate action the same day or the next working day. In other serious cases, a decision of what action to take should be made within three working days of the case being referred. Action to address all other incidents of unacceptable behaviour should be taken within 5 working days, the time frame dependent on the seriousness of an incident.
- 12.14 The Line Manager/Senior Officer dealing with an incident of unacceptable behaviour will need to take responsibility for ensuring a customer or other resident is informed their behaviour is unacceptable and, as appropriate, the action MHA Group is taking (see Section 12.6 & 16).
- 12.15 Head of Facilities and Compliance/Facilities Team and the staff member who reported the unacceptable behaviour will need to be informed of the action being taken by the officer dealing with an incident. There should also be an indication why a particular action has been taken.

13. Correspondence and Telephone Contact

- 13.1 MHA Group will not deal with contact of any type which is considered to be abusive or threatening.
- 13.2 Generally the writer of such correspondence should be informed that their language is considered to be unacceptable. They should be asked to stop using such language and be advised that there will be no response to their correspondence so long as this behaviour persists.
- 13.3 MHA Group staff should end telephone calls if the caller is considered to be aggressive, abusive, offensive or threatening. The staff member should advise the caller that they are going to end the conversation by terminating the call if

the behaviour persists. In most circumstances, if the unacceptable behaviour of the caller stops after this warning, the call can be continued. If a caller persists with unacceptable behaviour despite being warned, the call should be terminated by the staff member. If, however, the caller has been extremely abusive/personally abusive to the staff member they may not be given the opportunity to continue that particular call at all and the call may be terminated when the staff member has explained why they are going to do this.

- 13.4 The staff member handling a call has the right to make the decision to end the call if confronted with unacceptable behaviour as described.
- 13.5 Where a staff member raises a concern for unacceptable behaviour, because of a telephone call or correspondence, Section 12 will need to be followed. The wording that was used by the caller should be recorded exactly or as closely as possible.

14. Internet and Social Networking Sites

- 14.1 Action will need to be taken where social networking sites and the internet are being used to harass, threaten, bully and/or perpetrate aggression and/or abuse towards MHA staff.
- 14.2 The Community Safety Team will work with the Police's Cyber Crime Team to get the offending material removed from the public domain as quickly as possible.
- 14.3 Incidents of unacceptable behaviour involving the internet and social networking sites should always be reported to the police and the Community Safety Team and action taken in line with Section 12.
- 14.4 Report any incidence of abuse and/or harassment on social media quickly.

15. Face-to-face Contact

- 15.1 If a member of MHA Group's staff encounters aggressive, abusive or threatening behaviour when in an interview, at a resident's home or in any other face-to-face situation, they should advise the resident that the behaviour is unacceptable, explain why and inform them that if it continues the interview or conversation will be terminated (as long as they feel safe doing so).
- 15.2 If the behaviour continues the staff member should end the meeting or conversation. If the meeting has taken place in a resident's home or at any place outside MHA's premises, the staff member should leave.

- 15.3 If the interview or meeting has taken place on MHA Group's premises the staff member should ask the person to leave the building. If necessary they should ask another staff member for assistance and/or use safety alarm to call for help.
- 15.4 If a staff member encounters violent behaviour or serious threats which compromise their safety when in a face-to-face situation, they should immediately take appropriate action to remove themselves from the situation. Staff should apply lone working policy and procedure and appropriate training, for these circumstances.
- 15.5 The staff member involved has the right to make the decision to end a face-to-face meeting or conversation if confronted with unacceptable behaviour. Aggressive or violent behaviour towards staff especially needs to be reported. Where a staff member raises a concern for unacceptable behaviour, action will need to be taken in line with Section 12. Details of any conversation should be recorded as closely as possible.

16. Managing or Restricting Contact

- 16.1 Where a customer or resident is violent, aggressive or abusive or is unnecessarily persistent, either by the number of approaches they make to MHA Group, repeatedly raising the same issues, sending irrelevant and unnecessary documents or repeatedly refusing to accept that decision(s) have been made regarding an issue or issues they have raised, any of the following actions may be taken:
- a) Ask the person to enter into an agreement about their conduct; this may be a verbal agreement or the person could be asked to sign a written agreement giving a commitment that they will not continue or repeat the unacceptable behaviour. Verbal or written agreements must be recorded in Capita, the leaseholder database or in other relevant files.
 - b) Ensure that visits to the person's home are attended by two officers.
 - c) Request contact in a particular form (for example by letter only).
 - d) Restrict phone calls to specified days / times.
 - e) Advise that a named officer will only be available for them to deal with.
 - f) Advise that MHA Group will only accept contact via a nominated third party.
 - g) Return any irrelevant documentation that has been received with a written warning that future irrelevant documentation which is received from them will not receive a response and will be destroyed.
 - h) Where a very high level of complaints are received on a range of issues MHA Group may advise the complainant that only a given number of issues will be considered in a given period.

- i) Cease any responses to communications other than for the fulfilment of statutory obligations on behalf of MHA.
 - j) Take any other action which is appropriate, advising the resident of the reasons for this.
- 16.2 The decision to take any of the measures outlined in step 16.1 should be made by the Senior Officer/Line Manager dealing with the unacceptable behaviour (ideally in consultation with other staff). They should make a decision about whether to discuss incidents of unacceptable behaviour with their Manager - if restrictions upon contact are being considered this should always be the case.
- 16.3 Where possible and reasonable a person should be given the opportunity to modify their behaviour before action to restrict contact is taken. Note: a perpetrator may benefit from additional support being put in place. Discuss with the Community Safety Team or refer to the Tenancy Support Directory in the Tenancy Management Procedures.
- 16.4 Actual violence, threat of violence, hate crime or serious harassment towards MHA Group's staff is likely to result in the ending of all face to face contact with the perpetrator of unacceptable behaviour (aside where it is necessary to meet a legislative or regulatory requirement e.g. annual gas servicing).
- 16.5 Restrictions imposed upon a person who has perpetrated unacceptable behaviour may result in a reduced level of service to them. Restrictions must be appropriate and proportionate. For example, instructing someone with literacy problems to only contact MHA in writing is likely to be a disproportionate sanction.
- 16.6 In cases where restrictions are imposed, MHA Group will endeavour to ensure that at least one method of contact is maintained.
- 16.7 Where a decision is made to restrict contact with a person they will need to be advised of this in writing and given the reason(s) why this decision has been made, by the Line Manager/Senior Officer dealing with an incident.
- 16.8 Where contact is restricted (e.g. contact is requested in a specific form) the staff member dealing with an incident should ensure a group email is sent explaining the restriction (to All MHA and Capsel staff). Where contact is restricted/managed, MHA Group will need to retain a record as noted above.

Review of Restricted Contact:

- 16.9 The Community Safety Team (CST) Manager should retain a record of individuals that have reduced contact within MHA Group, in conjunction with

overseeing our warning database. Details to include: the name of the manager sanctioning restricted contact and date and other details (name of tenant, address, circumstances/evidence, date, action) taken. This can be retained on a corresponding spreadsheet. The CST Manager will liaise with the relevant manager at least once a year to check if reduced contact should be removed.

16.10 Where a decision has been made to restrict contact, this can be reviewed and rescinded or amended at any time by MHA at the discretion of a Senior Officer/manager if the person displays a more reasonable approach.

17. Useful Tips

17.1 Don't treat one form of abuse e.g. via email as being more acceptable than others e.g. via a letter.

17.2 Ring from your landline, to make sure the call is recorded if you think unacceptable behaviour is likely to occur.

17.3 Emphasise we can support/facilitate support, but also need to address someone's behaviour.

17.4 Use 'positive language' and emphasise/focus on what we can do to help someone; the use of positive language can often turn a negative unacceptable behaviour situation into a positive outcome for both parties. There are types and levels of behaviours, which are simply not acceptable, although there will also be those that are not deliberate, personal or intended to offend. So having a sense of perspective is important.

17.5 Communication: is generally seen as 7% verbal - what we say, words, phrases and content; 38% vocal - how we say it, tone intonation, pitch and pace sarcasm comes into this category; non-verbal communication 55% - body movement, body language, gestures, facial expressions and eye contact. Addressing unacceptable behaviour over the phone is different to dealing with it face-to-face. Training should be appropriate for the medium of interaction. Phone requires more emphasis on tone, whereas face-to-face covers body language etc. For advice on training contact MHA Group's Human Resources section.

17.6 Aim to be effective at listening. In a heated situation don't interrupt; don't get defensive; empathise with someone's feelings and not their behaviour and do not attempt to argue. Use silences to interject, with reassuring comments if you can. Listen to the emotion as well as the words. It may not be possible to completely resolve distress, but it is often highly effective in calming a situation, if it is acknowledged.

17.7 Be reflective – this is done after actively listening to an individual. This means that the listener relays the main content of the message that the speaker was conveying. The focus is on reflecting the subject of the message back to the speaker in his or her own words. This is done after the person is finished

speaking. Reflective Listening - does these things: it allows you to check the accuracy of what the person says; it allows the person to work with you as a sounding board and it gives the person some time to hear what he or she has said and think about it.

- 17.8 Choose your words as carefully as you can and be consistent in your choice. Keep it simple. Think about the key words that need to be understood and keep all other words to a minimum. Cut out flowery/fuzzy words where the meaning could be disputed. Try not to be ironic/sarcastic or witty, some people will misunderstand this it could escalate confrontation.

18. Complaints

- 18.1 Where restrictions have been placed on access to staff and services, the aim will be to do this in a way that allows a complaint to progress through the MHA Group's Complaints Process and through to the Public Services Ombudsman for Wales if required.
- 18.2 If any person believes that MHA Group has failed to meet its commitments within this policy they can complain using the MHA Complaints, Compliments and Comments Policy or Capel's Limited's complaints process.

19. Equal opportunities

- 19.1 In line with MHA's Equality and Diversity Policy, there is a duty to promote good relations between people of different ethnicity, gender, sexuality and religions. We will not tolerate racist, sexist or homophobic behaviour or discrimination due to disability, age, gender, sexual orientation, religion or beliefs, marital status or other differences directed against any of our staff or contractors.
- 19.2 No adverse consideration will be given to any person because of their race, colour, ethnic or national origin, language, religion, belief, age, gender, sexual orientation, marital status, family circumstances, employment status, physical ability or mental health.
- 19.3 Any action to address unacceptable behaviour will be proportionate and tailored to individual circumstances.

20. Confidentiality

- 20.1 All information given by residents in relation to this policy will be treated as strictly confidential and will only be shared in line with current data protection legislation and MHA Group's Data Protection Policy and associated Procedures and

21. Process Map to Report All Unacceptable Behaviour

A concern is raised by a staff member. Support is offered and provided by a line manager if required. Serious incidents (as defined in Section 12.6) are immediately reported to the police. The staff member involved will be required to make a statement to the police



An [Adverse Event Reporting Form](#) is completed and passed to the Head of Facilities and Compliance



A line manager decides the action to take. If the incident is serious enough to involve the Community Safety Team, the Community Safety Team Manager decides



The Officer deciding the action to take is responsible for ensuring a resident is informed their behaviour is unacceptable and the action MHA is taking



Where contact is restricted an email is sent to All MHA Group staff, advising of the restriction



The tenancy record is updated on Capita. For incidents involving leaseholders, the leaseholder database is updated. For Homesearch applicants, Locata will need to be updated. For Capsel's customers, the company's internal database will be used



Line Managers and Senior Officers deal with reported unacceptable behaviour as quickly as possible – the same day or next working day for serious incidents. All incidents should be addressed within 5 working days, the time frame dependent on the seriousness of an incident



Head of Facilities and compliance/Facilities Team and staff member who reported the unacceptable behaviour is informed of the action taken (and their line manager if necessary). This is done by the Line Manager/Senior Officer dealing with an incident

22. Warning/Alert Procedure

Procedure	Responsible	Key points	Timeframe
<p>Step 1: A staff member wants to add an alert to Civica/Total, to inform staff during home visits.</p>	Staff Member/Line Manager	<p>The details supplied must be factual/accurate/relevant/warrant an alert. Alert categories are available in Civica (labelled high, medium or low) and are displayed under the red triangle (Alert) in Civica. There are 5 categories in Total (under the yellow triangle). To access additional warning notes information/VIP summary sheet, liaise Community Safety Team/New Homes Manager. Also refer to Lone Worker Policy and Procedure.</p>	Anytime
<p>Step 2: Where there is an immediate and serious risk to the health, wellbeing or safety of staff, an email is to be sent out to all staff advising of risk. Line managers should update appropriate staff not on email.</p>	Staff Member/Line Manager	<p>Need to take into account: The nature of the threat, the degree of violence used or threatened, and whether or not the incident indicates a credible risk of violence to staff. Consult with line-manager if not clear about risk level.</p>	Immediately
<p>Step 3: Staff Member/Line Manager adds low and medium alerts to Civica/Total (or liaises with staff member who can add). For serious risk to the health, wellbeing or safety of staff complete this form and send to the Community Safety Team Manager/New Homes Team Manager (include another H & C Manager/Senior Manager in their absence).</p>	Staff Member/Line Manager	<p>Community Safety Team/Database Support Officer/Database Manager can add alert to Civica. Building Services Software Administrator/Deputy Head of Building Services can add alert to Total.</p>	Within 24 hours
<p>Step 4: Community Safety Team Manager (or New Homes Manager in their absence) confers with review panel to agree, based on information provided in the form. Staff Member/Line Manager informed of decision. Arrange to add high risk alert as appropriate.</p>	Community Safety Team Manager/New Homes Team Manager	<p>Consult with panel (at least another 2 operational staff). For review panel members see form. Panel is Chaired and coordinated by Community Safety Team Manager (or New Homes Manager in their absence). Staff should be advised to relay any further incidents (after a high risk warning marker is applied) to one of these managers.</p>	Within 24 hours
<p>Step 5: Where a 2 person visit is required, a letter should be sent to the person (although this may not always be appropriate) advising that due to the incident they will be added to the 2 person visit register.</p>	Community Safety Team Manager/New Homes Team Manager	<p>Consider if sending a letter is appropriate on a case by case basis. Also ensure co-ordination with any other actions under the Unacceptable Behaviour Procedure.</p>	After warning marker is applied
<p>Step 6: High risk alerts to be reviewed periodically to identify those tenants who can be removed (visit in pairs should be notified in writing if removed - providing they were initially informed of the alert).</p>	Community Safety Team Manager/New Homes Team Manager	<p>If no further incident for 12 months consider removing warning alert (consult all staff via email). An annual review is undertaken by the panel, coordinated by the Community Safety Manager.</p>	Annually

23. Sample letter – Outlining Action(s) Being Taken

Name

Address Line 1

Address Line 2

Address Line3

Postcode

Our ref:

Telephone:

Email:

Date

Dear

RE: Reason for letter

- Acknowledge recent contact individual may have had with MHA Group.
- Outline any known grievances a person has with MHA Group, how these are being dealt with and who is dealing with them – Also if and why MHA will not be taking no further action. Liaise with colleagues as necessary. Summarise in a point by point format if there are several issues.
- Outline the unacceptable behaviour.
- Explain how this breaches our Unacceptable Behaviour Policy – quote as appropriate.
- Outline the action MHA Group is taking and why – refer to the Unacceptable Behaviour Procedure. Make clear that MHA cannot allow this kind of behaviour. If contact is restricted, indicate the method of contact that must be used and at what stage this will be reviewed. Reference Procedure.
- Explain what further action could be taken if the behaviour persists or escalates.

Yours Sincerely,

Enclose a copy/appropriate extract from the Unacceptable Policy and Procedure.