



## **City Property (Glasgow) LLP**

### **Policy on Unacceptable Actions by Customers**

#### **1. Introduction**

This Policy sets out City Property (Glasgow) LLP's (CPG) approach to the relatively few customers whose actions or behaviour we consider unacceptable. The term also includes anyone acting on behalf of a customer or who contacts us in connection with our business. The principles set out in this Policy also apply to our dealings with customers who are complaining about us. This Policy should be read and understood along with CPG's Complaints Procedures.

#### **2. Policy Aims**

2.1 In this Policy, we aim to:

- 2.1.1 deal fairly, honestly, consistently and appropriately with all customers, including those whose actions we consider unacceptable. We believe that all customers have the right to be heard, understood and respected. We also consider that our staff have these same rights.
- 2.1.2 be accessible to all our customers. However, we retain the right, where we consider a customer's actions to be unacceptable, to restrict or change access to our service.
- 2.1.3 ensure that other customers and CPG staff do not suffer any disadvantage from someone who acts in an unacceptable manner.

#### **3. Unacceptable Actions by Customers**

##### **3.1 Definition**

People may act out of character in times of trouble or distress. There may have been upsetting or distressing circumstances leading up to a customer coming to us. We do not view behaviour as unacceptable just because a customer is forceful or determined. However, the actions of customers who are angry, demanding or persistent may result in unreasonable demands on our resources or in unacceptable behaviour towards our staff. It is these actions that we consider unacceptable and

aim to manage under this Policy. We have grouped these actions under three broad headings:

### **3.2 Aggressive or Abusive Behaviour**

3.2.1 Violence is not restricted to acts of aggression that may result in physical harm. It also includes behaviour or language (whether oral or written) that may cause staff to feel afraid, threatened or abused.

3.2.2 Examples of behaviours grouped under this heading include threats, physical violence, personal verbal abuse, derogatory remarks, and rudeness towards our staff when they are engaged on CPG business. We also consider that inflammatory statements and unsubstantiated allegations can be abusive behaviour.

3.2.3 We expect our staff to be treated courteously and with respect. Violence or abuse towards staff is unacceptable. We understand the difference between aggression and anger. The anger felt by many customers involves the subject matter of their contact with us. However, it is not acceptable when anger escalates into aggression directed towards CPG staff.

### **3.3 Unreasonable Demands**

3.3.1 Customers may make what we consider unreasonable demands on us through the amount of information they seek, the nature and scale of service they expect or the number of approaches they make. What amounts to unreasonable demands will always depend on the circumstances surrounding the behaviour and the seriousness of the issues raised by the customer.

3.3.2 Examples of actions grouped under this heading include:

- demanding responses within an unreasonable time-scale;
- insisting on seeing or speaking to a particular member of staff;
- continual phone calls or letters; and
- repeatedly changing the substance of the issue or complaint, or raising unrelated concerns.

3.3.3 We consider these demands as unacceptable and unreasonable if they start to impact substantially on the work of the department involved, such as taking up an excessive amount of staff time to the disadvantage of other customers, services or functions.

### **3.4 Unreasonable Persistence**

3.3.4 We recognise that some customers will not or cannot accept that we are unable to provide a level of service other than that provided

already. Customers may persist in disagreeing with the action or decision taken in relation to their issue or complaint, or contact us persistently about the same issue.

3.3.5 Examples of actions grouped under this heading include:

- persistent refusal to accept a decision made in relation to an issue or complaint;
- persistent refusal to accept explanations relating to what we can or cannot do; and
- continuing to pursue an issue or complaint without presenting any new information.

3.3.6 The way in which these customers approach us may be entirely reasonable, but it is their persistent behaviour in continuing to do so that is not.

3.3.7 We consider the actions of persistent customers to be unacceptable when they take up what we regard as being a disproportionate amount of time and resources.

3.3.8 Where appropriate, we will consider referring a persistent complainant to the Scottish Public Services Ombudsman (SPSO) ourselves, if the complainant will not and does not do so themselves, and ask that the SPSO be the final arbiter in any dispute that has arisen.

#### **4. Managing Unacceptable Actions by Customers**

4.1 There are relatively few customers whose actions we consider unacceptable. We aim to manage these actions based on their nature and extent. If our ability to do our work and provide a service to others is affected adversely, we may need to restrict that customer's contact with us in order to manage the unacceptable action.

4.2 We aim to do this in a way, wherever possible, that allows a complaint to progress to completion through our Complaints Procedure.

4.2.1 We may restrict contact in person, by telephone, fax, letter or electronically or by any combination of these.

4.2.2 We try to maintain at least one form of contact and this sometimes takes the form of identifying a named officer that the customer may only contact. No other officers would have direct contact with the customer in this circumstance.

4.2.3 In extreme situations, we tell the customer in writing that their name is on a 'no personal contact' list. This means that they must restrict

contact to our Business and Governance Manager only, whether this is in writing, personal contact or through a third party.

- 4.3 The threat or use of physical violence, verbal abuse or harassment towards staff is likely to result in the ending of all direct contact immediately with the customer. Incidents may be reported to the police. This will always be the case if physical violence is used or threatened.
- 4.4 We also view the use of social media networks, such as Facebook, Twitter and YouTube to be covered by this policy.
- 4.5 We do not deal with correspondence (letter, fax or electronic) that is abusive to staff. When this happens we tell the customer that we consider their language offensive, unnecessary and unhelpful. We ask them to stop using such language and state that we will not respond to their correspondence. We may require future contact to be through a third party if they persist.
- 4.6 Staff will end telephone calls if the caller is considered aggressive, abusive, offensive, unnecessarily repetitive or the time taken by the caller is disproportionate to the issues raised. The staff member taking the call has the right to make this decision, tell the caller that the behaviour is unacceptable and end the call if the behaviour does not stop.
- 4.7 Where a customer repeatedly phones, visits, sends irrelevant documents or raises the same issues, we may decide to:
- only take telephone calls from the customers at set times on set days or put an arrangement in place for only one member of staff to deal with calls or correspondence from the complainant in future. The Audit and Compliance Manager, will arrange this;
  - require the customer to make an appointment to see a named member of staff before visiting the office; or,
  - that the customer contacts the office in writing only;
  - return the documents to the customer or, in extreme cases, advise them that further irrelevant documents will be destroyed; or
  - take other action that we consider appropriate. We will, however, always tell the customer what action we are taking and why.
- 4.8 Where a customer continues to correspond on a wide range of issues, and this action is considered excessive, then they will be told that only a certain number of issues will be considered in a given period and asked to limit or focus their requests accordingly.
- 4.9 Customer action may be considered unreasonably persistent if all internal review mechanisms have been exhausted and the customer continues to dispute CPG's decision relating to their complaint or issue. The customer will be told that no future phone calls will be accepted or interviews granted concerning this complaint or issue. Any future contact by the customer on this issue must be in writing. Future correspondence is read

and filed, but only acknowledged or responded to if the customer provides significant new information relating to the complaint or issue.

## **5. Customer Confidentiality**

5.1 Where appropriate, we will always respect the confidentiality of a customer. However, confidentiality is not an absolute obligation as the law has always recognised that where appropriate it is permissible to release information which would normally be confidential if this is necessary to fulfil an overriding public interest, such as protecting someone else from harm. There may be cases where the professional's view is that there is no substance behind such a threat. If someone threatens someone else, we should be able to take appropriate steps in response such as alerting that person, the police or associated agencies.

## **6. Deciding to Restrict Customer Contact**

6.1 Staff that directly experience aggressive or abusive behaviour from a customer have the authority to deal immediately with that behaviour in a manner they consider appropriate to the situation and in line with this Policy and the Violence at Work Procedure.

6.2 With the exception of such immediate decisions taken at the time of an incident, decisions to restrict contact with CPG are only taken after careful consideration of the situation by a more senior member of staff, either the Managing Director or another member of the Senior Management Team, and the customer's case is then referred to the Audit and Compliance Manager. Wherever possible, we give a customer the opportunity to modify their behaviour or action before a decision is taken.

6.3 Customers will be issued with a warning letter containing a copy of this Policy. They will be told why their actions are deemed to be unacceptable, and asked to moderate this behaviour. If this is not done, then they will be told that a contact restriction can be put in place.

6.4 When a decision has been made to restrict future contact, the customer will be written to with details of the restricted contact arrangements and, if relevant, the length of time that these restrictions will be in place.

6.5 If a serious threat of violence is made, then a warning letter is not necessary and the customer can be issued with a restricted contact letter immediately.

## **7. Appealing a Decision to Restrict Contact**

7.1 A customer can appeal a warning letter, on the grounds of factual inaccuracy. They can do so, in writing only, to the Audit and Compliance Manager, within 10 working days of receipt of the letter. This letter must contain details of the appeal process.

7.2 A customer can appeal a decision to restrict contact. This must be done within 10 working days of receipt of the letter. This letter must contain details of the appeals process. A senior member of staff who was not involved in the original decision considers the appeal. They advise the customer in writing that either the restricted contact arrangements still apply or a different course of action has been agreed. This should be done within 10 working days.

## **8. Recording and Reviewing a Decision to Restrict Contact**

8.1 Where it is decided to restrict customer contact, an entry noting this is made in the relevant file and on appropriate computer records.

8.2 A decision to restrict contact may be reconsidered if the customer demonstrates a more acceptable approach. The Audit and Compliance Manager reviews the status of all customers with restricted contact arrangements on a regular basis.

8.3 All customers who receive correspondence under the Policy have their restrictions reviewed under a six-monthly review process. The outcome from any review may be to continue with the restrictions, amend the terms of the restriction, or lift the restriction.

8.4 All correspondence relating to the Unacceptable Actions Policy will be in writing and by letter.

8.5 CPG publishes its Unacceptable Actions Policy on its website.

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