

Our client behaviour and respect policy



Table of contents

1	In a nutshell	2
2	Scope	2
3	Exclusions	3
4	Our commitment	3
5	Expected standards of behaviour	3
6	Unacceptable behaviour	3
7	How we manage unacceptable behaviour	4
8	Serious incidents	5
9	What are unacceptable behaviors	5

Version control			
Date:	Version:	Details of changes made:	Modified by:
August 2026	V1	Written	Chief Operating Officer



1 In a nutshell

The Owl is committed to providing a safe, respectful and supportive environment for our clients, families, visitors and colleagues.

We understand that seeking support can sometimes be stressful, and we will always strive to listen, support and respond to concerns professionally. In return, we ask everyone who interacts with our organisation to treat our employees and representatives with courtesy and respect.

Whilst we welcome feedback, concerns and challenges to decisions, we will not tolerate behaviour that threatens, intimidates or abuses our employees. We reserve the right to manage contact arrangements where behaviour falls below the standards outlined in this policy.

2 Scope

This policy applies to all individuals who interact with The Owl, including:

- Current clients and patients
- Parents, carers and family members
- Prospective clients and referral contacts
- Commissioners, partner organisations and external stakeholders
- Members of the public contacting the organisation

The policy applies to all forms of communication, including:

- Telephone calls
- Emails and written correspondence
- Video consultations and virtual meetings
- Face-to-face appointments and visits
- Social media interactions
- Messages submitted through our website or online systems

This policy applies to behaviour directed towards any colleague, contractor, associate, volunteer or representative acting on behalf of The Owl.



3 Exclusions

This policy is not intended to discourage clients from:

- Raising concerns or making complaints
- Challenging decisions through appropriate channels
- Providing constructive feedback
- Expressing dissatisfaction in a respectful manner

We welcome feedback and complaints and will always seek to resolve concerns fairly and transparently.

4 Our commitment

We will:

- Treat all clients with dignity, respect and empathy.
- Listen to concerns and complaints fairly and objectively.
- Communicate clearly, professionally and respectfully.
- Work collaboratively to resolve issues wherever possible.

5 Expected standards of behaviour

We expect all interactions, whether by telephone, email, video call, social media or in person, to be respectful and constructive.

Clients should:

- Speak to Owl colleagues in a courteous manner
- Allow colleagues the opportunity to explain processes and decisions
- Raise concerns without using abusive, threatening or aggressive language
- Respect the privacy and wellbeing of colleagues and other customers

6 Unacceptable behaviour

The following behaviours will not be accepted:

- Swearing, shouting or abusive language
- Personal insults or derogatory comments
- Discriminatory, offensive or hateful language



- Threatening behaviour, intimidation or harassment
- Repeated contact about the same issue after a final response has been provided
- Excessive, unreasonable or vexatious communication that disrupts service delivery
- Recording conversations without consent where this is contrary to legal or organisational requirements
- Contacting colleagues through personal social media accounts or personal contact details

7 How we manage unacceptable behaviour

Where unacceptable behaviour occurs, we will seek to manage the situation fairly and proportionately. This may include:

Stage 1: reminder

The colleague will politely remind the individual of the expected standards of behaviour and ask them to continue the conversation respectfully. This will be followed up in a letter detailing our level of expectations when speaking to an Owl colleague and attaching this policy as a reminder.

Stage 2: warning

If the behaviour continues, the colleague may advise that the call, meeting or communication will be ended due to their continued behaviours. This will be followed up in a letter detailing our level of expectations when speaking to an Owl colleague. At this stage you may also consider if restricted contact arrangements are needed.

This may include:

- Communicating through a single point of contact
- Restricting communication to written correspondence
- Limiting the frequency of contact

Stage 3: consideration for discharge

If the behaviour continues, the colleague may advise that the call, meeting or communication will be ended due to their behaviours continually remaining



unacceptable. This will be followed up in a letter detailing our level of expectations when speaking to an Owl colleague and reviewed at our discharge panel.

8 Serious incidents

Any behaviour involving threats of violence, harassment, stalking, discrimination, safeguarding concerns or criminal activity may be reported to the appropriate authorities and may result in immediate restrictions on contact.

9 What are unacceptable behaviors

Unacceptable behaviour includes, but is not limited to:

- Using abusive, offensive, insulting, discriminatory or threatening language towards. Colleagues, clinicians, contractors, or other individuals
- Making personal attacks, derogatory comments or unfounded allegations against colleagues
- Repeatedly shouting, swearing at, intimidating or attempting to bully colleagues
- Aggressive, hostile or confrontational behaviour during telephone calls, video consultations, meetings, emails or other communications
- Persistently refusing to engage respectfully with colleagues when information, explanations or support are being provided
- Excessive or unreasonable contact, including repeated emails, telephone calls or correspondence regarding the same issue where a response has already been provided
- Demanding actions, outcomes or timescales that are outside the organisation's control, or refusing to accept policies, procedures or clinical decisions that have been appropriately explained
- Recording conversations or publishing colleague details, correspondence or confidential information on social media or public forums without consent
- Making vexatious, malicious or repetitive complaints intended to harass, upset or inconvenience colleagues
- Threatening legal action, regulatory complaints, media involvement or reputational damage in a manner that is intended to intimidate or pressure colleagues rather than resolve concerns appropriately
- Harassment, stalking or persistent unwanted contact with employees through personal or professional communication channels



- Discriminatory behaviour relating to a person's age, disability, race, religion, sex, sexual orientation, gender reassignment, pregnancy, marital status or any other protected characteristic
- Any behaviour that causes colleagues to feel unsafe, threatened, distressed or unable to carry out their duties effectively
- Violence, threats of violence, damage to property or any behaviour that poses a risk to the safety and wellbeing of colleagues, patients or visitors
- Physical violence, hitting, pushing, kicking, biting, spitting, throwing objects, or any unwanted physical contact causing harm or fear



The
Owl Centre

www.theowl.org | connect with us   