

This policy and related procedures are applicable to the CHL group of companies (CHL) in Australia, including: Community Housing Ltd, Community Housing (Vic) Ltd, Community Housing Investment (VIC) Ltd, Community Housing (Tas) Ltd, Community Housing (Qld) Ltd, Community Housing (WA) Ltd, Community Housing Investment (WA) Ltd, Community Housing (SA) Ltd, Horizon Housing Realty Ltd, Australian Affordable Housing Securities Ltd, Community Housing Investment (QLD) Ltd, Community Housing Investment (NSW) Ltd, Community Housing (NT) Ltd, Community Housing (Subi East) Ltd, Community Housing (Homes For Regions) Ltd, Building Communities Housing Ltd and any other entities within CHL which adopt this policy.

Purpose and scope

This policy outlines CHL's approach to identifying, responding to, and managing unreasonable conduct by its customers.

This policy applies to all points of contact including in person, by telephone, in writing, electronically, or through third parties. It also applies regardless of whether the behaviour occurs at a property, in an office or any other setting connected with the delivery of CHL services.

This policy does not remove or limit a tenant's rights to essential housing services, safety, repairs, complaint pathways, or statutory review and appeal mechanisms.

This policy does not apply to anti-social behaviour, as defined below, which is managed in accordance with the *Anti-social Behaviour Policy*.

Definitions

Anti-social behaviour: Behaviour by a tenant, household member or visitor that unreasonably interferes with or disturbs the peace, comfort, privacy, safety or quiet enjoyment of other tenants, neighbours or the surrounding community. These actions may include nuisance behaviour, harassment, violence, illegal activity and reckless or malicious damage.

Customer: for the purpose of this policy, Customer refers to tenants/renters (both current and former), applicants, household members, visitors, representatives, advocates, neighbours, and any other persons who interact with the organisation, its employees, or its contractors.

Employees: refers to persons employed by CHL as well as those who perform work on behalf of CHL – i.e. contractors and volunteers.

Tenant: for the purpose of this policy, it refers also to renters or residents who signed a legal tenancy agreement with CHL.

Unreasonable conduct: Any behaviour by a person which, because of its nature or frequency, raises substantial health, safety, resource or equity issues for CHL, its employees, or other service users.

Unreasonable conduct can be further defined into the following categories:

- Unreasonable persistence – repeated contact on the same issues where those issues have been fully addressed, and no new information is provided, resulting in an unreasonable impact on employees or service delivery.
- Unreasonable demands – demands that are disproportionate, insist on outcomes that CHL has no power to provide, or require responses or actions that are unreasonable or incompatible with fair and lawful decision making.
- Unreasonable lack of cooperation - refusing to engage constructively with reasonable requests, processes or explanations, resulting in an unreasonable impact on CHL's ability to manage the complaint effectively.
- Unreasonable arguments - exaggerating issues, holding irrational beliefs, being obsessed with irrelevances or trivialities, refusing to consider counter-arguments, being guided by conspiracy theories.
- Unreasonable behaviours - conduct that is offensive, aggressive, threatening, abusive or otherwise inappropriate, and that raises health, safety, wellbeing or serious resource concerns for employees, or other service users.

Policy statements

1. CHL is committed to being accessible and responsive to all customers who approach us for assistance, while also ensuring we:

- protect the health, safety and wellbeing of employees
- deliver services as efficiently and effectively as possible
- allocate our resources fairly across all services.

2. Expectations of behaviour

- 2.1. All CHL customers are expected to engage with CHL and its employees in a manner that is respectful, lawful, and non-threatening at all times as outlined in CHL's Respect Charter.
- 2.2. CHL will not tolerate any harm, abuse, or threats towards its employees.
- 2.3. Behaviours that are abusive, aggressive, threatening, harassing or intimidating will be escalated and immediate action, including tenancy termination, may be taken in accordance with relevant tenancy legislation.
- 2.4. CHL may report any behaviours that we believe are unlawful or put the safety of our employees at risk, to the Police.

3. Responding to unreasonable conduct

- 3.1. CHL will be proactive in managing any customer conduct that has an unreasonable or disproportionate impact on CHL employees and/or our ability to effectively provide fair access to our services.
- 3.2. CHL will apply early communication strategies to prevent escalation and avoid conduct becoming harmful or unmanageable.
- 3.3. CHL may change or limit how an unreasonable customer communicates with CHL or accesses its services. Any decision to modify or restrict a person's access to our service will be made by the relevant senior manager in accordance with the *Unreasonable Customer Conduct Procedure*.
- 3.4. The customer will be provided with an opportunity to respond to pending access modifications or restrictions before they are imposed.

4. Changes or restrictions to access

- 4.1. Changes or restrictions to service access to an unreasonable customer may include:
 - who the customer has contact with
 - when they can have contact
 - where they can make contact
 - how they can make contact; and
 - what matters they can raise.
- 4.2. Changes or restrictions will not limit access to essential housing services, legal rights, or complaint pathways.
- 4.3. The use of social media or other similar platforms will not be accepted or provided as an option as an appropriate communication pathway. CHL will block access to its social media accounts for customers who do not comply with agreed communication arrangements.
- 4.4. Proper consideration will be given to the following to make sure that any restrictions applied to the provision of service are appropriate:
 - the person's personal circumstances, including any disability or mental health conditions
 - human rights

- any role CHL or its employees may have played in exacerbating or perpetuating unreasonable conduct.

4.5. CHL may consider withdrawing or terminating access to our service to unreasonable customers if they are not a direct recipient of our services.

5. Review and appeal

- 5.1. Customers have the right to appeal any decision to modify or restrict the ways they communicate with or access the service and will be assisted to do so, where appropriate.
- 5.2. Decisions to change or restrict access will be reviewed periodically or where circumstances change. The customer may be invited to participate in the review process, to be conducted in line with the current restrictions, unless further incidents of unreasonable conduct are likely to occur.
- 5.3. Where a tenant's conduct is unlawful or escalates to a sustained or serious breach of tenancy obligations under relevant tenancy legislation, CHL may take appropriate tenancy action, including tenancy termination, in accordance with applicable legislation and procedural fairness requirements.

6. Employee wellbeing

- 6.1. CHL will provide assistance to employees who are impacted by unreasonable customer conduct. This may include debriefing or formal assistance through the CHL's Employee Assistance Program.
- 6.2. Employees will be provided with training to recognise and handle instances of unreasonable conduct effectively, including conflict resolution and de-escalation techniques.

Accountability

Chief Operations Officer – accountable for authorising submission to the Executive Team for final policy endorsement by the Chief Executive Officer.

Head of Quality and Improvement – responsible for reviewing and maintaining the policy, overseeing its effective implementation and providing advice.

All Employees – responsible for complying with the policy, actively supporting its implementation, and contributing to the achievement of its objectives. Failure to adhere to this policy may result in disciplinary action, up to and including termination of employment.

Related documents

- Anti-social Behaviour Policy
- Feedback, Complaints and Appeals Policy
- Appeals Management Procedure
- Feedback and Complaints Management Procedure
- Unreasonable Customer Conduct Procedure
- Managing Complaints and Appeals Practice Guide

Legislation

Applicable legislation, regulatory requirements and standards are maintained within CHL's [Legislative and Regulatory Obligations Register](#).

Approved by

Approved by Alicia Follent, Acting Chief Executive Officer on 03/06/2026.