

PERFORMANCE PORTFOLIO (HEALTH AND SAFETY CONSULTATIVE GROUP) DECISION SCHEDULE



Wednesday 19 October 2011

at 10.30 am

**(or immediately following Performance Portfolio starting at 10.00 am
whichever is the later)**

**in Committee Room C
Civic Centre, Hartlepool**

Councillor H Thompson, Cabinet Member responsible for Performance will consider the following items.

1. KEY DECISIONS

No items

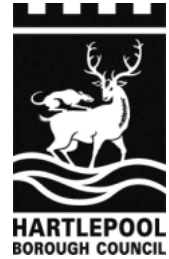
2. OTHER ITEMS REQUIRING DECISION

2.1 Substance Misuse Policy – *Chief Customer and Workforce Services Officer*

3. ITEMS FOR INFORMATION

3.1 Employee Wellbeing Update – *Chief Customer and Workforce Services Officer*

**PERFORMANCE PORTFOLIO
(HEALTH AND SAFETY CONSULTATIVE GROUP)**
Report to Portfolio Holder
19 October 2011



Report of: Chief Customer and Workforce Services Officer

Subject: SUBSTANCE MISUSE POLICY

SUMMARY

1. PURPOSE OF REPORT

To seek the Portfolio Holder's approval for revisions to the Alcohol, Drugs and Substance Abuse Policy.

2. SUMMARY OF CONTENTS

The report provides a background to the current Drugs and Substance Abuse Policy, the need to update it and proposals for a revised Substance Misuse Policy.

3. RELEVANCE TO PORTFOLIO HOLDER

Corporate issues.

4. TYPE OF DECISION

Non-key decision.

5. DECISION MAKING ROUTE

Portfolio Holder only.

6. DECISION(S) REQUIRED

The Portfolio Holder is requested to approve revisions to the current Alcohol, Drugs and Substance Misuse Policy as set out in the report.

Report of: Chief Customer and Workforce Services Officer

Subject: SUBSTANCE MISUSE POLICY

1.0 PURPOSE OF REPORT

- 1.1 To seek the Portfolio Holder's approval for revisions to the Alcohol, Drugs and Substance Abuse Policy and procedure.

2.0 BACKGROUND

- 2.1 For a number of years the Council has had an Alcohol, Drugs and Substance Abuse Policy and Procedure. Unfortunately as fashions, cultural behaviour and attitudes on this issue change, the policy needs to be reviewed to ensure it was appropriate to how the Council currently operates.
- 2.2 Nationally there has been a recent downward trend in illicit drug misuse in adults (16 – 59 years) from 11.1% in 1996 to 8.6% in 2010 although the prevalence of working-age adults ever having taken illicit drugs has increased from 30.5% to 36.4% over the same period (Drug Misuse Declared: Findings from the 2009/10 British Crime Survey, Home Office 2010).
- 2.3 In relation to alcohol, there were 6,769 deaths directly related to alcohol in England in 2008, an increase of 24% from 2001. Purchases of alcoholic drinks brought into the home in the UK, as reported by the LCFS, have also increased overall since 1992, peaking in 2003/04, since when figures have fluctuated (Statistics on Alcohol, England 2010, The Health and Social Care Information Centre, NHS 2010).
- 2.4 Binge drinking in Hartlepool is also statistically significantly higher than the England average (24.9% opposed to 18.9%), as are death rates from alcohol. (Alcohol Profile – Hartlepool, Tees Public Health Intelligence Service; July 2007).

3.0 CONSIDERATION OF ISSUES

- 3.1 The Council, through its adoption of an Employee Wellbeing Strategy, recognised that its employees are its most important asset. To ensure that the services the Council provides are good quality it is essential that staff remain at work, are healthy and motivated. One of the major causes of ill health is associated with the misuse of substances. Whilst this is predominantly alcohol, it may also include prescription and other over the counter medicines through to illegal narcotics such as cannabis, cocaine, heroin etc. Due to the complex and changing nature of the products being used and their availability, and in some cases relative cost, the revised policy has been renamed to clearly identify that it covers any substance misuse which can ultimately affect performance and behaviour.

- 3.2 The Council as a good employer, wishes to be supportive to those members of staff who have a problem with substance abuse. However this is only practical when the individual acknowledges a problem exists and works with the Council as their employer and appropriate support services, to address the issues surrounding the abuse of the substance. Where someone uses a substance and they attend work their performance may be affected but also of greater concern, is that they may put themselves or others at risk particularly if they use machinery. For example they may be driver who needs to carry passengers on a public road.
- 3.3 The policy aims to reflect the Council's position in being supportive but where someone does not acknowledge an issue that this will be dealt with via the normal disciplinary/capability route which will remain an option depending on the individual circumstances of a situation.

4. CONSULTATION

- 4.1 As part of the normal consultation arrangements within the Council, the Trade Unions have been consulted on the proposed amendments to the policy and no objections have been raised.

5. RECOMMENDATION

- 5.1 That the Portfolio Holder notes the content of the report and approves the adoption of the revised and renamed Substance Misuse Policy.

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HARTLEPOOL BOROUGH COUNCIL



SUBSTANCE MISUSE POLICY AND PROCEDURE

WORKFORCE SERVICES DIVISION

Agreed October 2011
Planned Review Date October 2012

SUBSTANCE MISUSE POLICY AND PROCEDURE

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1 Scope of the Policy and Procedure

1.1 This policy and procedure applies to all employees of Hartlepool Borough Council regardless of grade or status (except those employed in schools with delegated budgets which have their own policies and procedures).

1.2 Employees are eligible for support under this policy and procedure where they declare the abuse of alcohol, drugs or other substances.

1.3 The policy applies

a) At work:

- Those who consume or are suspected to be under the influence of alcohol whilst at work
- Those who abuse prescription and “over the counter” drugs whilst at work.

b) Outside work:

- those who, outside work, take legal or illegal drugs or substances or consume alcohol for some underlying reason such as drug or substance dependency or addiction, depression, alcoholism etc., where the employee's ongoing capability may be the issue, as in other cases of ill health
- those employees who, outside work, take legal or illegal drugs and/or other substances or consume alcohol to excess on an occasional basis where conduct is the issue.

1.4 Support under this policy and procedure is not available to employees who:

- Have illegal drugs in their possession whilst at work
- Use illegal drugs whilst at work
- Have illegal drugs in their possession with an intention to supply, whilst at work
- Whilst at work, allow work premises/property to be used for the use or supply of illegal drugs
- Consumed alcohol or who are under the influence of alcohol at work and have not previously declared it as an issue.

In all circumstances involving illegal drugs, the police will be informed, the disciplinary procedure will be invoked in all cases

2 Definitions

2.1 For purposes of the policy, substance misuse is used as the general terminology to include abuse of alcohol, legal and illegal drugs and other harmful substances including solvents, glues and gases.

- 2.2 Alcohol abuse is defined as excessive consumption either on individual occasions (binge drinking) or as a regular practice, which interferes with that person's health and/or job performance and/or which may place others at risk.
- 2.3 Drug abuse is defined as the use of illegal and/or the misuse of prescription and 'over the counter' drugs which interferes with that person's health and/or job performance and/or which may place others at risk.
- 2.4 Other substance abuse is defined as the use of substances such as solvents, gases and glue other than for their recognised purpose which interferes with that person's health and/or job performance and/or which may place others at risk.
- 2.5 Senior managers are those with responsibility for the delivery of the service and therefore would not include supervisors, team leaders, junior managers etc.

3 Purpose/Aims

- 3.1 The purpose/aims of the policy and procedure are to provide a framework:
 - a) to ensure employees who recognise they have an alcohol, drug or other substance abuse problem are dealt with sympathetically and are supported whilst they become fully rehabilitated into the workplace;
 - b) to ensure managers are aware of the procedures where an employee is suspected of drug, alcohol or substance misuse
 - c) to respond to alcohol, drug or other substance abuse issues which arise at work;
 - d) to enable the Council and its employees to meet their health and safety obligations ([see section 6 below](#)).

4 Context

- 4.1 This policy supports the four key themes of the Council's [Employee Wellbeing Strategy](#).
- 4.2 The [Corporate Attendance Management Policy](#), [Corporate Attendance Management Procedure](#) and [Corporate Managing Stress at Work Policy](#) are supported by this policy and procedure since they provide assistance in addressing attendance management issues.
- 4.3 The [Corporate Health and Safety Policy](#) is supported as guidance is provided on how to meet health and safety obligations whilst supporting employees.

- 4.4 The [Corporate Disciplinary Procedure](#) and [Corporate Capability Procedure](#) are supported as levels of unacceptable behaviour and/or actions at work are clearly defined.
- 4.5 Furthermore, the interrelationship between the application of this policy and procedure and other procedures ([Corporate Disciplinary Procedure](#), [Corporate Capability Procedure](#), and [Corporate Attendance Management Procedure](#)) is also defined.
- 4.6 Where there are serious issues of conduct, capability, performance and attendance, these will need to be addressed under other policies and procedures. Nothing in this policy precludes any action being taken under any other policy or procedure, whilst at the same time providing support.
- 4.7 The Council recognises:
- that there is a growing national problem of alcohol, drugs and substance abuse;
 - such abuse is a major medical and social problem and can have profound occupational health implications throughout the workforce;
 - it is ideally placed to play an important role in helping its employees to overcome issues which may occur by providing a system of help, care and support to employees who abuse alcohol, drugs and/or other substances.

5. Implementation

- 5.1 This policy will be implemented on 1st September 2011..

6 Health and Safety Responsibilities

- 6.1 Hartlepool Borough Council recognises its duty to ensure, as far as is reasonably practicable, the health, safety and welfare of its employees and as such is concerned with any alcohol, drug or substance abuse or misuse which may affect:
- the health and safety of other employees, clients, service users or members of the public;
 - the employee's personal health and safety, work performance and / or attendance;
 - the Council's image to the public.
- 6.2 Employees have a duty under health and safety legislation to co-operate with their employer on health and safety issues and not to put their own or other people's health and safety at risk. Employees must therefore ensure that they are not unfit for their duties at work as a result of being under the influence of alcohol, drugs or other substance. (It should also be noted that employees driving to or from work, driving

council vehicles, their own vehicle on behalf of the council or for personal reasons during working hours whilst unfit to do so through either use of a substance or drugs, or consumption of alcohol, may be committing a criminal offence and could be prosecuted). Disciplinary action may also be taken and viewed as gross misconduct as per appendix A of the [Disciplinary Procedure](#).

7 Other responsibilities under the Policy and Procedure

- 7.1 Roles and Responsibilities under the policy and procedure are detailed in [Appendix 1](#), including a summary of which officers are responsible for specific actions.

8 Safeguards

- 8.1 An employee shall not be disadvantaged unduly by the application of this policy and procedure and the following safeguards shall apply:
- An employee's job security and promotion prospects will not be jeopardised by making a request for help or treatment, although it is recognised that it may not always be possible for an employee to continue in their current role whilst rehabilitation takes place.
 - The focus of management concern shall be restricted to the issue of job performance, individual wellbeing at work, the employees lifestyle insofar as it impacts upon work, the health and safety of others (including other employees and members of the public) and of maintaining the integrity of the Council.
 - An employee with an alcohol, drug or substance abuse issue will receive the same consideration and support which Hartlepool Borough Council extends to employees having any other form of illness or disability.
 - An employee may be accompanied by a trade union official or trusted colleague from work at any meetings arranged under this policy and procedure.
 - All dealings with employees will be conducted with respect for confidentiality.
 - Substance, drug and alcohol testing will only be invoked in accordance with [section 10](#).
 - Referrals to occupational health will follow the same process and arrangements as for all other occupational health referrals.
- 8.2 Any breaches of the safeguards should be addressed via the Council's [Grievance Procedure](#).

9 Activating Support under the Policy and Procedure

9.1 This policy and procedure may be activated in one or more of the following circumstances:

- The employee voluntarily requests assistance and support.
- A manager or supervisor has reasonable grounds for suspecting, either directly or as a result of a complaint / notification from a third party that an employee may be abusing alcohol, drugs or other substances.
- An employee is, or is suspected to be, unfit for driving duties (from a legal and health and safety perspective) and/or non-driving duties (from a health and safety perspective) as a result of being under the influence of alcohol, drugs or other substances whilst at work. This does not preclude disciplinary action being taken against the individual.
- Relevant guidance is issued to an employee at the informal or formal stages of the [corporate disciplinary](#), [capability](#) and/or [attendance management](#) procedures.
- As part of the formal stages of the [corporate disciplinary](#), [capability](#) and/or [attendance management](#) procedures an individual may be offered support under this procedure.

Early activation of the policy and procedure is encouraged as the sooner support and assistance is provided, the greater the chance of it being accepted.

9.2 An initial exploratory meeting will be convened involving a senior departmental manager, a representative from Workforce Services Business Teams, the employee and his/her trade union representative or colleague from work. The purpose of the meeting will be to:

- a) make an initial assessment and ascertain facts
- b) advise the employee:
 - that they do not have to accept support under the policy and procedure, although failure to do so may have implications in terms of the application of other procedures
 - of the sort of assistance and support which may be provided
 - of what may be required of them, both now and in the future, in order for support and assistance to be provided and continue to be provided
 - of what action under other procedures may need to be taken, either now or in the future
 - that general counselling support will continue to be available to the employee, regardless of how they wish to proceed.

- c) determine the employees commitment to help themselves and co-operate with any requirements the Council may impose as conditions for providing support
- d) ensure all concerned recognise the path to full rehabilitation may not always be smooth, that there may be occasions when an employee lapses and that this does not necessarily mean that all support will be withdrawn (although the employees response to any lapse will be a significant factor in deciding whether to withdraw support)
- e) provide the employee with the opportunity:
 - to clarify any aspect of the process and, if appropriate,
 - to provide further information (for example in respect of a medical condition which may be relevant).

A checklist of what might be covered in the initial meeting is attached as [Appendix 2](#).

- 9.3 In the event that there appears to be commitment from the employee or the employee provides further information in respect of a medical condition, which may be relevant, he/she shall be referred to Occupational Health so that both the Council and employee can be provided with appropriate medical advice, including whether the employee is fit to attend work (see [section 13](#)). In some circumstances (in accordance with [Section 10](#)) it may also be appropriate to refer the employee for drug, substance or alcohol testing.
- 9.4 A further meeting involving a senior departmental manager, a representative from Workforce Services Business Teams, the employee and his/her trade union representative or colleague from work will be arranged once all relevant information is available. The purpose of this meeting will be to determine whether:
- support can be offered under this policy and procedure, and if so, on what terms (including whether drug, substance or alcohol testing is a pre-condition of any support being provided), and/or
 - action is to be invoked under other procedures.

A checklist for the terms of support is attached at [Appendix 3](#).

- 9.5 Progress shall be regularly monitored (at least once per quarter) at a meeting involving a senior departmental manager, a representative from Workforce Services Business Teams, the employee and his/her trade union representative or colleague from work. The purpose of this meeting will be to:
- review progress made and level of co-operation since the previous meeting, including any lapses, the response to any lapses, the results of any drug, substance or alcohol tests (if appropriate) and any further medical advice received. Where lapses occur more frequent progress meetings may be needed.

- consider progress and level of co-operation throughout the period support is being provided
- determine the on-going commitment by the employee to help him/herself
- determine whether it is appropriate to continue to provide support and if so, whether the level of support and/or conditions (including in respect of drug, substance or alcohol testing) associated with providing the support need amending
- determine whether additional medical advice is needed.

9.6 In the event of a significant occurrence (for example a major lapse, an accident at work, failing a test – if appropriate etc) it may be necessary to convene a special meeting involving a senior departmental manager, a representative from Workforce Services Business Teams, the employee and his/her trade union representative or colleague from work. The purpose of the meeting will be to:

- consider the particular circumstances of the significant occurrence;
- review progress made and level of co-operation since the previous meeting, including any lapses, the response to any lapses, the results of any tests (if appropriate) and any further medical advice received;
- consider progress and level of co-operation throughout the period support is being provided;
- determine the on-going commitment by the employee;
- determine whether it is appropriate to continue to provide support and if so, whether the level of support and/or conditions (including in respect of drug, substance or alcohol testing) associated with providing the support need amending;
- determine whether additional medical advice is needed.

10 Substance, Drug and Alcohol Abuse Testing

10.1 Substance, drug and alcohol abuse testing will only be invoked where the employee has identified that they have an issue, agreed to abide by the terms of this policy and there is a specific cause for concern, for example:

- in relation to a particular incident or accident;
- where consideration is being given to invoking the Disciplinary, Attendance Management or Capability Procedures following abnormal behaviour (possible indicators are outlined in [Appendix 4](#));
- on the advice of the Council's Occupational Health Service provider;
- where a senior manager of the Council suspects an employee is over the legal alcohol limit or is putting their own or other people's health and safety at risk.

Unsatisfactory performance or attendance alone will not be deemed to be a specific cause for concern that will lead to testing. Inappropriate use of testing may result in the [Corporate Disciplinary Procedure](#) being invoked.

- 10.2 In some circumstances, it may not be possible to agree a support package which does not include the possibility of substance testing.
- 10.3 Where testing is agreed as part of a support package, it will only be activated for good reason, for example:
- the employee is suspected by management (in consideration of medical advice if appropriate) of failing to comply with any conditions agreed as part of the support package
 - any of the reasons outlined in [10.1 above](#).
- 10.4 Substance, drug and alcohol testing will be non-intrusive (i.e. swab/urine/hair sample or “breathalyzer” rather than blood sample). Substance and drug testing will be undertaken by a recognised and accredited independent body and a report interpreting the results will be submitted to the Council with a copy to the individual. The accredited independent testing body will be responsible for ensuring that testing is undertaken in accordance with best practice guidelines. Where the presence of alcohol is being tested by the use of a “breathalyzer”, the results will be based on a simple visual examination of the crystals by a senior manager and at least one witness. The witness would normally be a Senior Human Resources Business Officer or Senior Health and Safety Officer.
- 10.5 Where the results of testing indicate an employee may be committing an offence if permitted to drive, he/she shall not be permitted to drive any Council motorised vehicle or use machinery. The employee should be told to go home and will not be paid for that day unless they submitted holiday or use accrued time. The employee should be encouraged not to drive or ride a bicycle to and from work. It may be necessary for management to remove the employees from work and to ensure, so far as is reasonably practicable, that the employee reaches home safely.
- 10.6 In the event that an employee refuses to take a test (depending upon the reasons given for refusal), one or more of the following could apply.
- If the employee is considered likely to be committing an offence if permitted to drive, he/she shall not be permitted to drive any Council motorised vehicle or use machinery. The employee should be told to go home and will not be paid for that day unless they submitted holiday or use accrued time. The employee should be encouraged not to drive or ride a bicycle to and from work. It may be necessary for management to remove the employees from work and to ensure, so far as is reasonably practicable, that the

employee reaches home safely and not return to work until the following day

- Consideration, along with all other relevant facts, will be given to whether support under this policy can continue to be provided
- If the Disciplinary, Attendance Management or Capability Procedures are invoked, the refusal to take the test (and reasons given for refusal) will be considered alongside all other relevant information
- No action taken - this will normally be only a suitable option where an individual's circumstances have been thoroughly explored.

10.7 Where an individual has not previously identified an issue with substance, alcohol or drug misuse and they are suspected of being under the influence of this item then they he/she shall not be permitted to drive any motorised vehicle or use machinery at work or on work premises (and encouraged not to drive or ride a bicycle to and from work). The employee should be told to go home and will not be paid for that day unless they submitted holiday or use accrued time. Arrangements must be made by management to remove the employees from work and to ensure, as far as practicable, that the employee reaches home safely.

10.8 The individual should then be invited to an informal meeting the next day, or as soon as practicable, after this to discuss the situation with a senior manager for the service and where in the opinion of this manager a suitable reason has not been provided then the [Corporate Disciplinary Procedure](#) will be invoked.

10.9 The [Corporate Disciplinary Procedure](#) shall be invoked whenever an employee fails substance, drug and alcohol testing at work, other than as a result of taking prescribed drugs in accordance with medical advice.

11 Support available under the Policy and Procedure

11.1 In addition to support which may be provided by the employee's GP, the Council may provide support as follows:

- Confidential referral to the Council's Occupational Health Advisor for medical advice
- Arranging for the provision of General Counselling
- Provision of information in relation to Specialist counselling (see [Appendix 5](#) for details of Support agencies within Hartlepool/Tees Valley area)
- Requests for paid leave, to attend approved general and / or specialist counselling for substance misuse support during working hours, will be considered in light of individual circumstances by the relevant Chief Officer and Chief Customer and Workforce Services Officer

- Funding treatment where a senior departmental manager agrees this would be beneficial and cost effective in rehabilitating the employee into the workforce
- Meeting any income tax or national insurance liability arising from provision of support for non work-related issues so the employee does not suffer a financial detriment.

12 Decisions about the Employee Attending Work and Application of the Council's Sick Pay scheme

12.1 In all instances it will be necessary to consider whether the employee should be permitted to attend or continue attending work (and how the Council's Sick Pay scheme applies). Options include:

- Where the employee's GP or Council's Occupational Health Service Advisor advises that the employee is fit to attend work and the employee attends work, the situation will be kept under close and constant review
- Where the employee's GP or Council's Occupational Health Advisor advises that the employee is not fit to attend work and the employee does not attend work, the employee shall be required to submit a self certification certificate or a doctor's statement to cover any periods of absence in accordance with the Council's procedures. Providing there is fit-note coverage, the employee will receive sick pay in accordance with the Council's Sick Pay scheme. The employee shall not be permitted to return to work until the employee's GP has indicated via the fit-note and the Council's Occupational Health Advisor has confirmed that the employee is fit to return to work
- Where the Council's Occupational Health Advisor advises that the employee is fit to attend work, the employee does not attend work and the employee's GP continues to provide the employee with a fit-note to cover any periods of absence, the employee shall be advised of this and be referred to the Council's Occupational Health Physician for final determination as to whether the employee is fit/unfit for work. Until the matter is determined, the employee will be recorded as being on sickness leave and, providing there is fit-note coverage, receive sick pay in accordance with the Council's Sick Pay scheme
- Where the Occupational Health Physician determines the employee is fit to attend work, the employee and his/her GP shall be advised of this and the situation kept under close and regular review. Any absence shall be dealt with under the Council's [Attendance Management Procedure](#).

12.2 Sick pay (where appropriate) may be suspended by the appropriate Chief Officer, in conjunction with the Chief Customer and Workforce Services Officer, where an employee:

- unreasonably fails to pursue the offer of support

- unreasonably fails to complete any agreed programme of rehabilitation
- unreasonably refuses consent to testing as part of an agreed programme of support
- unreasonably refuses consent to obtaining a medical report
- fails to return to work after the Council's Occupational Health Physician certifies that the employee is fit to return to work.

13 Side effects from adhering to support programmes

- 13.1 It is recognized that employees adhering to support programmes which are designed to break the 'dependency' link, may suffer serious side effects (e.g. 'cold turkey'). This is a common occurrence and the employee will need the same level of support during such periods as is provided at other times.

14 Employees affected by others with Alcohol, drug or other substance abuse problems

- 14.1 It is recognised that employees who are affected by others with alcohol, drug or other substance abuse problems, either at work or in their private lives may need support. Whilst it is not appropriate to provide the full extent of the support available under this policy to employees who find themselves in this situation, it is possible to provide some support. The Council's Occupational Health Service and/or Health, Safety and Wellbeing Team will be available to provide support and encouragement and help signpost the employee to any specialist assistance or counselling required. The Council may provide general counselling for non work-related issues and in these circumstances will meet, on behalf of the employee, any income tax and national insurance liability arising from its provision, so the employee does not suffer a financial detriment.

15 Employee Awareness and Training

- 15.1 Appropriate training will be provided to managers and supervisors regarding dealing with alcohol, drug and substance abuse issues and the support available.
- 15.2 General awareness sessions and information around drug, alcohol and substance abuse will be made available to all employees in a variety of formats including an annual drug and alcohol awareness campaign across the organisation.
- 15.3 The standards expected regarding alcohol, drug and substance abuse will be included during the induction process for new employees.

16 Confidential Medical Advice

- 16.1 Employees may (without necessarily seeking support under this policy and procedure) obtain confidential medical advice from:
- the Council's Provider of Occupational Health Services during working hours, providing they have received permission from their line manager, a senior departmental manager, Workforce Services DMT member or the Health, Safety & Wellbeing Manager.
 - their own GP as a private matter.

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Appendix 1

Roles and Responsibilities

a) General

The **Chief Customer and Workforce Services Officer** has overall responsibility for the implementation, and monitoring the effectiveness of the policy and procedure and is specifically responsible for:

- ensuring the delivery of appropriate training
- provision and analysis of sickness absence and accident data.

Managers and Supervisors are responsible for:

- ensuring that employees are aware of the policy and procedure and what is expected of them
- recognising problems which may arise due to alcohol, drug or substance abuse
- investigating accidents, incidents and near misses
- monitoring and managing attendance and performance
- ensuring employees receive the necessary training, and
- discussing health-related concerns at appraisals.

Employees are:

- encouraged to persuade colleagues to seek appropriate help/advice (and not covering up) where they believe that the colleague has alcohol, drug or substance-related issues
- responsible for taking reasonable care of themselves and others who could be affected by what they do at work
- encouraged to seek help voluntarily at the earliest opportunity, if they believe they may have an alcohol, drugs or substance-related issue (by contacting, in the strictest confidence either their line manager, HR, their Trade Union, the Council's Occupational Health Service provider or a specialist outside agency)
- encouraged to obtain advice from their GP if they believe they may have an alcohol, drugs or substance-related issue, on the likely effects of any prescribed medication and whether it is likely to affect his/her judgement and/or behaviour whilst at work, and raising any concerns with their line manager (advice may also be sought from the Council's Occupational Health Service provider).

The **Health, Safety & Wellbeing Manager** is responsible for:

- Arranging confidential support and advice to employees with an alcohol, drugs or substance related problem or those working alongside such employees.
- Outlining the support and assistance which may be given to employees..
- Arranging referral for specialist assessment and treatment (where this is agreed as part of the support to be given).
- Signposting to specialist agencies.
- Providing support (and encouragement) if the employee refers themselves to a specialist agency.

Trade Unions / Staff Organisations are available to:

- assist in implementing and operating the policy and procedure;
- inform employees about the policy and procedure;
- encourage employees who may have alcohol, drug or substance-related issues to seek help voluntarily;
- advise their members of their rights and responsibilities under the policy and procedure;
- support members at all stages of the policy and procedure.

Workforce Services are responsible for:

- providing advice and assistance to managers and employees on the policy and procedure;
- referring employees for appropriate support.

The **Council's Occupational Health Service provider** is responsible for:

- providing impartial and confidential advice and guidance to employees on referral;
- providing reports to management detailing a prognosis and measures to assist with the employee's recovery and rehabilitation, where the employee has given written permission for this, or where this has been agreed as a condition of support being provided;
- providing general assistance and guidance to managers and employees.

Appendix 2

Checklist for Initial Meeting

- a) ensure all involved understand reason for meeting
- b) outline that support is available under the policy and procedure but commitment/action is needed from the employee for the support to continue
- c) ensure employee understands that the provision of support does not preclude other action being taken under different procedures
- d) make an initial assessment and ascertain facts
- e) advise the employee of:
 - the Council's and their own health and safety obligations
 - referral to Occupational Health for information/advice to the Council and employee
 - testing and what this might involve
 - that they do not have to accept support under the policy and procedure, although failure to do so may have implications in terms of the application of other procedures
 - the safeguards if they seek help
 - the sort of assistance and support which may be provided
 - what may be required of them, both now and in the future, in order for support and assistance to be provided and continue to be provided
 - what action under other procedures may need to be taken, either now or in the future
 - monitoring arrangements
 - attendance at work and sick pay arrangements
 - that general support will continue to be available to the employee, regardless of how they wish to proceed
 - what happens next
- f) determine the employees commitment to help themselves and co-operate with any requirements the Council may impose as conditions for providing support
- g) ensure all concerned recognise the path to full rehabilitation may not always be smooth, that there may be occasions when an employee lapses and that this does not necessarily mean that all support will be withdrawn (although the employees response to any lapse will be a significant factor in deciding whether to withdraw support)
- h) provide the employee with the opportunity to:

- clarify any aspect of the process and, if appropriate,
- provide further information (for example in respect of a medical condition which may be relevant).

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Appendix 3

Checklist for terms of support now and in the future

- a) Employee recognising that he/she needs support
- b) Commitment shown by employee to take action to help him/herself
- c) Agreement by employee to attend Occupational Health (and actual attendance)
- d) Agreement by employee to co-operate with testing arrangements (and actual co-operation)
- e) Advice from Occupational Health that there is no underlying medical condition
- f) Evidence that the employee is taking action e.g. self-referral to, and ongoing attendance at, specialist support agencies.

Appendix 4

Possible Indicators of Abnormal Behaviour

The following characteristics may indicate abnormal behaviour in respect of paragraph 10.1

- Unexplained deterioration in job performance
- Poor timekeeping and absenteeism
- Unreliability
- Deterioration in personal hygiene and presentation
- Poor relations and communication with colleagues or customers
- Impaired concentration, memory or judgement
- Increased number of errors/accidents
- Irrational behaviour
- Sudden mood changes
- Irritability or aggression
- Slurred speech
- Accidents at work
- Visibly appearing under the influence of alcohol, drugs or other substances, unless the employee is known to have a pre-existing medical condition which has similar characteristics

However, these symptoms could also be caused by other factors such as stress or depression.

Appendix 5

List of Support Agencies within Hartlepool/Tees Valley area

Drug Services		
Agency	Contact details	Description of services
Community Drug Centre	<p>Whitby Street, Hartlepool. Tel No. 01429 285000</p> <p>Opening times Monday – Friday 9.00am – 5.00pm Wednesday late clinics 5pm – 8pm</p>	<p>The Community Drug Centre takes referrals from adults over the age of 18 with substance misuse issues.</p> <p>Referrals are accepted by telephone, letter and in person from voluntary and professional organisations as well as individuals.</p> <p>Intrahealth, DISC, Nacro, the Albert Centre and Dual Diagnosis together provide an integrated drug reduction and stabilisation treatment programmes. This will consist of prescribing options, complementary therapies, counselling and a pathway to residential detoxification and rehabilitation. In addition there is a wide range of diversionary activities including sport, education and employment support.</p> <p>All of the above drug services offer individually tailored approaches and interventions that will include harm minimisation, overdose prevention, information and advice, one to one support and access to activities and leisure programmes.</p>
Albert Centre- Counselling Service	Access as above	<p>Service offers confidential, client centred, care planned counselling for individuals experiencing problems in regard to drug use and misuse.</p> <p>The counsellors use methods such as motivational</p>

		interviewing to assist individuals to identify issues and make changes to their current situation.
Nacro-Prospects project	Access as above	Prospects staff offer support with education, training and employment opportunities to adults in Hartlepool with a history of substance misuse. Appointments can be arranged at a time and place to suit the individual with the aim of helping remove barriers and assist in achieving goals.
Intrahealth-Specialist prescribing	Access as above	This service consists of prescribing GP's, a team of clinical nurses and support workers. All staff engage in substitute prescribing of medications, general medical services, obstetrics/pregnancy services and immunisation programmes.
DISC-Range of treatment support	Access as above	<p>This service provides assertive outreach to maintain contact, develop and deliver structured therapeutic support to individuals and families experiencing substance misuse difficulties.</p> <p>There is a stimulant service delivering a specific reward based group work programme for those using stimulant drugs.</p> <p>'Back to You' is a 12 week aftercare programme addressing behavioural change and recovery focussing on unmet needs, harm reduction, and long term goal setting.</p> <p>Complementary Therapies are available to support individuals to engage with treatment, improve sleep, relaxation and reduce tension.</p>

Dual Diagnosis	Access as above	<p>The service offers a holistic package of care that focuses on individual need. In addition the service can support access to the specialist mental health team to which they are aligned.</p> <p>The focus is to support those with a severe and enduring mental health problem who use substances receive assistance with both their mental health and addiction issues.</p>
Addaction – Mobile Needle Exchange	Telephone 07734883730 to access service which is available 7 days a week. Times vary.	<p>This mobile service provides sterile injecting equipment and harm reduction advice to injecting drug users in Hartlepool.</p> <p>In addition to the distribution and safe disposal of equipment the service promotes healthier lifestyles and can assess and provide advice on commonly incurred injuries and medical conditions resulting from drug injecting drug use.</p>
There are a similar range of services for both drug and alcohol available across Tees Valley.	Detail and contact for services in Stockton , Middlesbrough, Redcar and East Cleveland, Darlington can be accessed by contacting the Safer Hartlepool partnership Team on Tel No. 01429 523852 or 01429 285000	

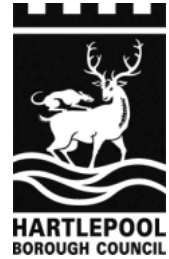
Alcohol Services		
Agency	Contact details	Description of services
Community Alcohol Service	200 York Road, Hartlepool. Tel No. 01429 285690	<p>The local alcohol service is delivered and coordinated from this centre, which also links with the drug service as necessary.</p> <p>Intrahealth, the Albert Centre</p>

		and Hartlepool MIND offer an integrated programme of prescribing, counselling, motivational therapies, aftercare and social activity.
Intrahealth – Specialist prescribing		A GP led clinic offering specialist prescribing, general health care and access to detoxification programme.
Albert Centre – Counselling and aftercare	200 York Road, Hartlepool. Tel No. 01429 285690	The Albert Centre provides structured counselling including brief interventions and motivational interviewing, alcohol reduction techniques, outreach support with practical issues. In addition to this they provide access to clinical support and referral to Mind via a partnership approach. Culminating in a wrap around aftercare support package.
Hartlepool MIND	Crown Buildings, Raby Road, Hartlepool, TS24 8AS Tel No. 01429 269303	Hartlepool Mind offer assessment, brief interventions, psychosocial interventions including motivational interviewing, solution focussed therapies and cognitive behaviour therapies to harmful and hazardous drinkers.
DISC – Safe Voices	Crown Buildings, Avenue Road, Hartlepool, TS24 8RZ	The Safe Voices project is a hidden harm project aimed at supporting families with Children aged 5 – 11 affected by alcohol misuse providing 1-to-1 support with a phone and text support service. Also comprises of an 8-week programme for parents and children to strengthen their family values and relationships.

Young People and Self help Services		
Agency	Contact details	Description of services
DISC-HYPED Team	Outreach venues and home visits. Tel No. 01429 860333	Multi-disciplinary young people treatment service offering prescribing,

		<p>psychosocial and educational packages of care for individual up to the age of 18 years.</p> <p>Referrals accepted from self, family, friends, GP's and statutory services via telephone.</p>
ADDvance – Self help	South Road, Hartlepool. Tel No. 01429 288113	A drop-in for those with addictive behaviour for assistance or chat and cuppa.
P.I.N.'s – Parents in Need of Support	Dimensional House, Hartlepool. Tel No. 01429 260110 24 hour answer phone service.	Drop-in facility for one-to-one meetings, group support, awareness and parenting training, practical and emotional support for parents, families and carers coping with substance misuse in the family.

**PERFORMANCE PORTFOLIO
(HEALTH AND SAFETY CONSULTATIVE GROUP)**
Report to Portfolio Holder
19 October 2011



Report of: Chief Customer and Workforce Services Officer

Subject: Employee Wellbeing Update

SUMMARY

1. PURPOSE OF REPORT

To inform the Portfolio Holder of past activity around workplace health and future proposals relating to employee wellbeing within the organisation.

2. SUMMARY OF CONTENTS

The report provides a background to the Council's approach to Employee Wellbeing and Workplace Health, a summary of past activity in 2011 and some key proposals for future development in 2012 and any associated risks or financial considerations.

3. RELEVANCE TO PORTFOLIO HOLDER

The Portfolio Holder has responsibility for employee health, safety and wellbeing.

4. TYPE OF DECISION

Non-key decision.

5. DECISION MAKING ROUTE

Portfolio Holder only.

6. DECISION(S) REQUIRED

The Portfolio Holder is requested to note the proposals and associated actions.

Report of: Chief Customer and Workforce Services Officer

Subject: Employee Wellbeing Update

1.0 PURPOSE OF REPORT

- 1.1 To inform the Portfolio Holder of past activity around Workplace Health and seek approval for future proposals relating to Employee Wellbeing within the organisation.

2.0 BACKGROUND

- 2.1 In order to coordinate the work on this issue the Council adopted an Employee Wellbeing Strategy in April 2011. This strategy aims to give strategic direction to health, safety and wellbeing initiatives across the Authority and underpin all policies and procedures relating to the protection of Council staff over the next 3 years. It describes the approach to embedding a wellbeing culture within the organisation in order to minimise avoidable accidents, occurrences of low productivity, low morale and ultimately, sickness absence and the associated financial and emotional impact.
- 2.2 The strategy has an outward-facing element which allows the Council, as a leader within the community it serves, to support and share good practice with contractors, partners and external organisations to improve the health and wellbeing of the wider Hartlepool population. This approach not only links back to the corporate aims of the Local Strategic Partnership in relation to Health and Wellbeing, it also relates to the Council's approach to leading the employee wellbeing agenda in the town. This is primarily achieved by the Hartlepool Healthy Workplace Forum, established and chaired by the Workplace Health Improvement Specialist which involves a significant number of Hartlepool businesses. This approach also fits into the Department of Health structural reform plan for a new Public Health Function, which will sit within Local Authorities from 2012/13.
- 2.3 Funding is currently provided to HBC via NHS Hartlepool to employ a Workplace Health Improvement Specialist (WHIS) to lead on this work until March 2013. A small working capital budget to establish wellbeing initiatives and activities is also in place.
- 2.4 A Health Advocate Steering Group was established in April 2010, chaired by the WHIS and comprising several managers and members of staff from each department, to facilitate development and communication of wellbeing initiatives and campaigns to staff, and aid communication and engagement across the organisation.

3.0 PAST ACTIVITY

3.1 A number of initiatives and campaigns have already taken place across the Council in 2011 linked to the Annual Health Promotion Plan within the Employee Wellbeing Strategy. Previous activity within HBC includes:

Initiative	Location	Attendance	Outcomes
Free physical activity opportunities at council facilities (via Sports Dev)	Mill House, Headland Sports Centre	Over 500 attendances from 90 staff across the Authority over 8 weeks	Evaluation report available
Provision of Oral Health Promotion training (for homecare staff)	Various	63 employees over 6 sessions	Increased understanding of oral hygiene among homecare staff
Bike2Work Breakfast (as part of Climate Week)	Brian Hanson House	22 staff from BHH	Increased uptake in staff cycling to work – Staff feedback available
Staff e-consultation around sport and leisure	Online – all staff	268 responses received	Survey results and actions available
Staff weight management groups (via NHS Health Trainers)	Civic Centre	70+ staff registered interest (2 groups completed, one in progress)	Awaiting evaluation report
Back Care Awareness workshops (in partnership with K2 Physiocare)	Civic Centre	25 staff across two lunchtime sessions	Increased knowledge of preventative exercises, workstation assessments – feedback available
Active Travel Breakfasts (linked to European Mobility Week)	Civic / Brian Hanson House	38 staff (15 civic + 23 BHH)	Increased uptake in sustainable travel – staff feedback available
Illegal Money Lending Workshops and Roadshow (October 2011)	Various	Over 50 staff currently registered	TBC

3.2 Other initiatives and events included information and support for staff around No Smoking Day at the Civic Centre, promotion of Walk to Work Week, and a Staff Wellbeing Day with holistic therapies from Hartlepool College of FE as part of National Apprenticeship Week.

4.0 FUTURE PROPOSALS

- 4.1 It is proposed that the Council continues to support staff with regular wellbeing initiatives and campaigns throughout 2012 linked to the criteria of the Better Health at Work Gold Award. An Annual Health Promotion Plan detailing key campaigns and initiatives will be completed shortly and reported to a future Performance Portfolio Holder meeting.
- 4.2 As part of the North East Better Health at Work silver award, the organisation needs to produce a healthy eating or food policy which will be reported to the Performance Portfolio Holder after consultation with the Trade Unions.
- 4.3 Just over two years ago the Council offered Healthy Heart Checks to all eligible staff (aged 40+ with no pre-existing cardiovascular conditions). Over 400 checks were conducted between July – September 2009. It is proposed that this service is offered again in January & February as part of the Tees CVD Screening Programme. The service is free to the local authority and only requires promotion, administration of appointments and booking of venues etc. needs to be resourced.
- 4.4 In 2008/9, Local Government Improvement & Development (formerly IDeA) provided HBC with funding to develop a range of capacity-building health awareness workshops for front-line staff and key partners. It is proposed that these workshops could be replicated at very low cost with in-kind funding for delivery from HBC departments and external partners whose employees would also benefit from attending the sessions (Cleveland Fire Brigade, NHS Tees & Foundation Trust, HVDA).

5.0 RISK IMPLICATIONS

- 5.1 The risk of not implementin the proposals could be that (a) managers are not fully supported in managing staff wellbeing issues, and (b) employees are not supported with personal health and wellbeing issues.
- 5.2 The 2011 Absence Management Survey (CIPD) highlighted that stress is now the most common cause of long-term absence across all organisations, and half of all public sector organisations reported an increase in stress-related absence over the past year. Twice as many public as private sector employers reported that considerable organisational change / restructuring is a main cause of stress, and given the significant budget cuts and the anticipated redundancies in much of the public sector, job insecurity is a more common cause of stress in the public sector this year (24%) compared with last year (10%).
- 5.3 The risk of not addressing these issues among the workforce can lead to:
- increased sickness absence,
 - lower staff morale,
 - reduced productivity, and

- increased staff turnover,

particularly in areas where mental health and stress are already an issue due to uncertainties regarding job security.

6.0 FINANCIAL CONSIDERATIONS

- 6.1 As funding is provided externally from NHS Hartlepool until March 2013 and must be accounted for, there are no financial issues to consider in the short-term.
- 6.2 Staff generally require a short amount of time out of their working day to engage in wellbeing initiatives meaning services need to manage rotas and ensure the delivery of their core services. Where this is necessary the proposal is submitted to the Corporate Management support Group (CMT SG) for approval. It is expected that staff able to access wellbeing initiatives will return to work more productive, energised, and are more aware of and less likely to suffer from sickness ailments which impact on their performance or attendance at work.

7.0 RECOMMENDATION

- 7.1 That the Portfolio Holder notes the content of the report.

8.0 CONTACT OFFICER

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