

Improving Mental Health Provision CIC

IMPROVING
MENTAL
HEALTH
PROVISION



HR Policy Manual

First draft 15th May 2018

Introduction

Improving Mental Health Provision CIC HR Policy Manual

This Human Resources Policy Manual is provided as a central reference for all team members and applies to team members across all locations where Improving Mental Health Provision CIC (IMHP) carries out its work.

The specific policies that follow promote the philosophy of IMHP with regard to standards of excellence; terms of employment; employee development; and employee services.

It may be necessary to change these policies from time to time to reflect changes in the workforce, employment trends, economic conditions and UK and European legislation. However, any changes in policy will be consistent with IMHP's approach to:

- Employing competent individuals whose dedication and ability will support and contribute to achieving IMHP's objectives;
- Communicating company standards and expectations in all aspects of employment including performance;
- Valuing diversity, and ensuring equal employment opportunity in a workplace where relationships are based on mutual respect;
- Treating all staff, workers, volunteers, contractors and participants in a professional, non-discriminatory manner;
- Providing safe, supportive, effective working conditions, and;
- Developing strong professional relationships with other organisations to build a supportive and inclusive community.

Any Policy changes will be fully consulted on and communicated to all staff through normal communication channels. This Policy Manual will also be updated as necessary.

This Policy Manual should be read in conjunction with the Professional Guidelines and Delivery Protocol.

Signed: _____

Senior Team Member (Practice Lead or HR Lead)

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SECTION 1 – EMPLOYING STAFF: *Employing staff fairly and expertly, ensuring they are properly inducted.*

1. Recruitment and Selection

1. Introduction

1.1 Effective recruitment and selection is central and crucial to the successful functioning of IMHP. It depends on finding people with the necessary skills, expertise and qualifications to deliver IMHP's strategic objectives and the ability to make a positive contribution to the values and aims of the organisation.

2. Advertisements

2.1 Following IMHP's Peer Support model, there will be flexibility between individuals who undertake voluntary positions, shift-based work and longer term paid positions. As such, individuals who have demonstrated their expertise in certain roles will have appropriate access to paid positions which may become available. Team evaluation should be part of this process to include evaluation by the practice lead.

2.2 Advertisements may also be notified to the local job centre and other organisations as required.

2.3 All vacancies will also be posted on internal notice boards and discussed during team meetings. IMHP is keen to facilitate internal promotions wherever possible as development opportunities for its staff.

2.4 IMHP may, on occasions, decide to restrict advertisement to internal candidates only to provide continuous development of existing members of staff unless the Management team agrees that this is not appropriate due to the specialist skills required for the post involved.

2.5 Vacancies, which are restricted to internal candidates only will be clearly indicated on the advertisement. All internal candidates will be selected for interview on the same criteria as external candidates.

2.6 Employees on maternity leave will receive all advertisements for posts advertised in IMHP during their period of maternity leave. This also applies to all leave barring that involving special circumstances i.e. not wishing to be updated for a period of time or unable to work during the period of time for which a role is being advertised.

3. Application Form

3.1 Candidates for all posts will, except on some occasions when a vacancy is restricted to internal recruitment, be asked to complete a standard application form, in order that they can be judged on the basis of comparable information.

- 3.2 In applying for posts, all candidates will be provided with a job description, details of the appropriate conditions of service and details about IMHP. A brief statement about the appointment procedure will also be provided and, if possible, an indication of the date (or week) when interviews will be held. The job description will include a list of the main duties and responsibilities of the post, together with an outline of the qualifications and experience which candidates are expected to possess.
- 3.3 In drawing up the job description and conditions of service, IMHP will ensure that no job applicant receives less favorable treatment than another on the grounds of disability, gender, race, religion or belief, age, sexual orientation, marital status, parental status, caring responsibilities or hours of work, and that no applicant is placed at a disadvantage unjustifiably by requirements or conditions which have a disproportionately adverse effect on a particular group.
- 3.4 Applicants will be asked to specify whether they have any disabilities, as defined in the Disability Discrimination Act 1995, and whether there are any reasonable adjustments needed for them to attend an interview. All applicants with a disability who meet the essential criteria for a job will be interviewed, and considered on their merits
- 3.5 Applicants will be required to supply the names and addresses of two people from whom references can be obtained, one of which should normally be the applicant's current or most recent employer. These may be provided internally for those applicants already on the team or otherwise engaged with IMHP.
- 3.6 Only references for short listed candidates for interview will be obtained. References will normally be sought prior to interview, unless the candidate indicates otherwise.
- 3.7 References should normally be made in writing or email, but those received by telephone will be accepted, provided that a note of the conversation is recorded and placed on file.
- 3.8 All candidates will be asked to declare on the application form whether they have ever been convicted of any criminal offence which cannot be regarded as 'spent' in terms of the Rehabilitation of Offenders Act 1974. Decisions regarding the suitability of an ex-offender for any given role will be evaluated individually, fairly, confidently, and with safeguarding as a priority. Should there be risk presented to our visitors or team by the applicant with their permission this will be reviewed by a practice lead, safeguarding lead, and one other appropriate and impartial team member and a decision reached as quickly as possible. This may require investigation via other agencies with the candidate's permission.
- 3.9 For posts that involve working with children and vulnerable adults or finance work, applicants will be asked to reveal details of 'spent' and 'unspent' convictions. Successful candidates for such posts will be required to provide

the necessary documentation in order to complete a standard criminal records disclosure. Posts, which require such a disclosure, will be clearly indicated on the conditions of service and appointment procedure.

- 3.10 Applicants will also be required to declare if they are related to any member of staff within IMHP. Canvassing of members of IMHP is not permitted. No manager should be put into a position where he or she is asked to interview a person to whom they have a close personal relationship of any nature or other conflict of interest.
- 3.11 It is IMHP's policy not to communicate further with applicants other than those who are shortlisted. A note to this effect is included in the details sent out to applicants including an invitation to be involved in IMHP in a more general manner.
- 3.12 Applicants details will be recorded at the point of receipt. All information relating to the data collected in the equality and diversity recruitment monitoring form will be hidden from all those involved in the recruitment and selection process. The information collected will be solely used for the purposes of equality monitoring.
- 3.13 All completed application forms are private and confidential and should only be made available to those directly involved in the recruitment and selection process.
- 3.14 All application forms will be collated by the company Administrator and supplied to the appointing manager and interview panel for shortlisting purposes.
- 3.15 A shortlist of candidates will be drawn up for interview, based entirely on merit and suitability for the post but taking account of IMHP's responsibilities in relation to the Disability Discrimination and Equalities Acts. Other than in exceptional circumstances, reasonable notice will be given to ensure that candidates have sufficient time in order to prepare for and make the necessary arrangements to attend the interview.

4. Selection Methods

- 4.1 Interviews will be held by a panel comprising of ideally three persons, but a minimum of two persons, gender balanced wherever possible. The interviewers will encourage candidates to be at ease during the interview, in order that they can give a fair and accurate impression of themselves.
- 4.2 A representative from Human Resources will be present on all interviews for posts below Director level. IMHP's HR Adviser will be present on interview panels for posts of Director and above.
- 4.3 A set of questions will be agreed by the interview panel in advance and will be developed from the current job description for the post. The panel will seek to

develop questions which ask the candidates to give examples of their previous relevant experience.

- 4.4 All candidates will be asked the same questions in the same order, and their responses rated between 1-10. The panel will each have a copy of the questions and will score independently of each other during the interview. Time is allocated between interviews for the panel to discuss each candidate and to award a total points score. Additional notes may be made by the panel during the interview, however it should be noted that candidates will have access to all information should they request it.
- 4.5 It should be remembered that an interview is a two way process, and candidates will be given every opportunity to view the offices where they will work and ask questions about IMHP, to ensure that they have a full understanding of the post for which they are applying and the way the IMHP operates.
- 4.6 In addition to interviews, a range of other selection techniques may be used. In such circumstances reasonable notice and relevant information will be given to ensure that candidates have sufficient time and information to prepare.
- 4.7 All appointments will be made strictly on merit and related to the requirements of the job.
- 4.8 The Chief Executive has delegated powers to make appointments to posts below Director level or equivalent. For Director level posts the Chief Executive will consult with the Chairman to determine Board Members' level of involvement.
- 4.9 All interviewed candidates will be notified of the outcome of the selection process as soon as possible, either by telephone or letter.
- 4.10 All unsuccessful candidates' application forms and interview notes will be retained for one year from the date of interviews taking place, they may be invited to further recruitment days. After this date they will be destroyed.

5. *Relevant Checks*

- 5.1 All offers of employment will be made conditional upon satisfactory results from the following:
 - Two satisfactory references;
 - Confirmation of the right to work in this country (if appropriate)
 - Criminal Records Disclosure (if appropriate).

6. *Probationary Period*

- 6.1 All appointments into IMHP will be made subject to a probationary period of six calendar months. After three to six months a review meeting will take place between the post holder and a senior team member to discuss progress. At the end of the probationary period, and subject to a satisfactory report by a senior team member, new team members will be notified in writing that they have successfully completed their probationary period. The probationary period can be extended by a further 3 months should the individual's line manager consider this appropriate.

7. *Recruitment Monitoring*

- 7.1 IMHP seeks to recruit team members on the basis of their ability and the requirements of the post.
- 7.2 IMHP wants to ensure that no applicant receives less favorable treatment than another on the grounds of disability, gender, race, religion or belief, age, sexual orientation, marital status, parental status, caring responsibilities or hours of work.
- 7.3 In order to meet this commitment, all candidates are asked to complete a recruitment monitoring form enclosed with the application form. All completed monitoring forms will be treated as confidential. The form will be separated from the application form on receipt and those involved in the selection process will not have access to it. The information given by candidates will be solely used for the purpose of monitoring the recruitment process.

8. *Exit Interviews*

- 8.1 All team members who leave the employment of IMHP voluntarily will have an exit interview with a senior team member before their last day of employment.
- 8.2 Exit interviews provide the opportunity for departing team members to discuss their reasons for leaving. The information provided is useful in identifying trends, learning and development and evaluating the effectiveness of HR policies and practices.
- 8.3 The appropriate senior team member should receive all appropriate information, such as recommendations made for change, or significant issues raised in the questionnaire, whilst bearing in mind confidentiality issues. The exit interview questionnaire will be retained on the team member's personal file.

2. Induction Policy and Checklist

1. General Policy Statement

IMHP believes that all new team members must be given timely induction training. This training is regarded as a vital part of staff recruitment and integration into the working environment. This policy, associated procedures and guidelines define the IMHP's commitment to ensure that all staff are supported during the period of induction, to the benefit of the team member and IMHP alike.

2. Aim

It is the aim of IMHP to ensure that induction is dealt with in an organised and consistent manner, to enable staff to be introduced into a new post and working environment quickly, so that they can contribute effectively as soon as possible. This induction policy, associated procedures and guidelines aim to set out general steps for managers and staff to follow during the induction process. It is expected that all managers and staff will adhere to this policy.

IMHP expects that the implementation of good induction practice will:

- Enable new team members to settle into IMHP quickly and become productive, efficient and confident members of staff within a short period of time.
- Ensure that new entrants are highly motivated and that this motivation is reinforced.
- Assist in reducing staff turnover, lateness, absenteeism and poor performance generally.
- Assist in developing a working environment where the emphasis is on supportive development of team members and participants.
- Ensure that employees operate in a safe working environment.
- Will reduce costs associated with repeated recruitment, training and lost production.

3. The Company's Commitment

IMHP will:

- Issue guidelines to familiarise team members with the induction process.
- Maintain and update the Induction Policy.
- Provide a checklist to follow during the induction period.
- Ensure there is effective monitoring of the induction process particularly in the first three months.
- Deal with any problems promptly providing an efficient service for all involved with IMHP.
- Review all policy, procedure and guideline documents on a regular basis.

- Provide relevant formal training courses necessary to assist the induction process.

GUIDELINES

4. General

Starting a new job is a demanding and often stressful experience. Quite apart from the obvious challenge of tackling new tasks, there is also the need to become accustomed to a new organisation, a new environment and new colleagues. The purpose of induction is to support new team members during this difficult period and to help them become fully integrated into IMHP as quickly and as easily as possible.

Induction has benefits for all involved in the process. Team members who settle quickly into IMHP will become productive and efficient at an early stage and in turn will experience feelings of worth and satisfaction.

It is generally recognised that new team members are highly motivated and an effective induction process will ensure that this motivation is reinforced.

5. Benefits of Induction

The advantages of an effective and systematic induction process are as follows:

- To enable new team members to settle into IMHP quickly and become productive and efficient team members within a short period of time.
- To ensure that new entrants are highly motivated and that this motivation is reinforced.
- To assist in reducing team member turnover, lateness, absenteeism and poor performance generally.
- To assist in developing a workplace environment where the emphasis is on support and personal well-being.
- To ensure that new team members operate in a safe working environment.
- To reduce costs associated with repeated recruitment, training and lost production.

6. Induction Checklist

The Induction checklist is a very useful way of ensuring that information is imparted to new employees when they are likely to be most receptive. It avoids overloading employees with information during the first weeks whilst ensuring that all areas are covered. IMHP should ensure that these matters have been properly understood whilst the checklist is being completed, perhaps in the form of a weekly chat with the new entrant. Arrangements should also be made for the team member to visit any relevant departments with which they have regular contact in the course of their duties. At the end of the process the induction checklist should be signed by the relevant parties and placed in the team member's personnel file.

7. *First Day of Employment*

Most new team members tend to be concerned primarily with two matters:

- a) whether they can do the job and
- b) how they will get on with their new colleagues.

It is therefore important to introduce them to their new workplace and colleagues at the earliest opportunity. An introductory talk will be appropriate at this time and can be combined with the provision of general information and exchanging any necessary documentation. This talk should be as brief as possible, because the employee is unlikely to be receptive to detailed information at this stage, and should be conducted by someone who is well prepared and has sufficient time available. new staff members should refer to the Induction Checklist and use it as a basis for discussion thus ensuring all documentation is complete.

A tour of the workplace should be arranged for the new entrant allowing IMHP to be viewed as a whole and the recruit to see where he/she fits into the organisation.

The new entrant will want to get to know his/her colleagues and quickly become part of the team and time should be made for this process. Colleagues should be briefed on the new entrant's arrival. If possible one of the new entrants colleagues should be nominated to ensure that he/she has every assistance in settling in quickly.

8. *Completing the Induction Process*

Induction can be said to end when the individual become fully integrated into the organisation. Of course, there is no set timescale within which this will happen and follow up is essential. Giving new team members the opportunity to ask questions several weeks into employment can be useful, and the induction checklist will provide this opportunity. In some areas, such as understanding wider aspects of the organisation, follow up after a number of months may be appropriate.

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9. *Induction Programme For New Team Members*

DEPARTMENT(S)

NAME

ROLE

DATE COMMENCED

This is a checklist of information for Induction which IMHP should use with new team members as part of their induction programme within the first few days, and certainly within the first two weeks of employment. Health and Safety items should be identified immediately. The new employee should be asked to tick each subject as he/she has been informed about it, and sign the end of the form.

Not all the following subjects are applicable to all departments. Should this be the case, record N/A.

Please read the guidance notes below before completing this form.

GUIDANCE NOTES

Certain groups of staff have specific induction needs. The main groups are detailed below, with particular points to take account of, highlighted.

Items Specific to the Following Groups of Team Members:

Staff with Disabilities

Disabilities include for example physical disability, deafness, blindness, mental disability, mental illness. Consider the following for discussion:

1. Confirm the nature of the disability.
2. Clarify if the employee has any special needs relating to disability.
3. Check whether employee has any particular concerns regarding the workplace.

Graduates and College/School Leavers

These staff may have no previous work experience and will need careful integration into the department. Discuss the following:

1. Role within the department.
2. Reporting responsibilities.
3. Allocation and prioritisation of work.

Returning to Work after a Period of Absence

This includes individuals who were previously unemployed, returning after starting a family, or after any other prolonged period of non-employment. Discussion should include, for example:

1. The difference between the individual's previous working environment and this new one.
2. Changes in skills required for this area of work.
3. Requirement for training to update skills.
4. Concerns individual may have about their confidence in filling the role.

ITEMS TO COVER WITH EACH NEW EMPLOYEE

<i>The Department</i>	<i>Complete</i>
1. Department function	
2. Introduction to colleagues	
4. Supervision	
5. General layout - entrances and exits	
6. Communications	
<i>Conditions of Employment</i>	
1. Information on hours of work, including duty rotas, shift systems "on-call" breaks	
2. Time recording, flexi-time	
3. Probationary periods of employment	
4. Reporting in when sick including when on leave	
5. Arrangements for requesting leave: annual leave, unpaid leave, compassionate leave	
6. Issue of uniforms, and uniform policy, protective clothing, replacement, laundry arrangements	
Health and Safety, Security, Fire	
1. Health and safety information relevant to the department	
2. Issuing of fire instructions and procedure	
3. Location of fire-fighting equipment	

4. Accident reporting	
5. First aid facilities/pre-employment health screening/role of Occupational Health / Company Doctor	
6. Loss of personal effects	
7. Security of department/building	
8. Arrangement for keys, passes, ID Badges etc.	
9. Violence and aggressive behaviour	
10. Management of monies/valuables	
11. Major Incident procedures	
Conduct	
1. Personal presentation	
2. Disciplinary procedures	
3. Courtesy to the customer and the public	
4. Confidentiality	
5. Noise Control	
6. Acceptance of gifts	
7. Statements to the Press	
8. Local rules regarding smoking	
9. Private use of telephones	
10. Standards of Business Conduct	

Facilities	
1. Cloakroom, lockers, lavatories	
2. Kitchen	
Education, Training, Promotion	
1. Study leave	
2. Means of advancement, promotion opportunities	
3. Employee appraisal, review systems	
Employee Involvement and Communication	
1. Employee or Trade Union representative	
2. Communication arrangements	
3. Information sources, e.g. notice boards, circulars etc.	
4. Food and Health Policy	
5. Handling Complaints	
Items Specific to Department	
1. Pay	
2. Notice of termination of employment	
3. Sick certificates	
4. Waste disposal	
5. Control of infection	
6. Lifting and handling	

OTHER RELEVANT ISSUES SPECIFIC TO DEPARTMENT

I have been informed about and understand the above items.

Signature:..... Date:.....

I confirm that the above Induction Programme has been completed for the above member of staff.

Signature of senior team member :.....
Date:

3. Standards of Business Conduct

1. Introduction

1.1 IMHP expects its team members (including voluntary, temporary, agency, interim, contractor or consultant staff) to be scrupulously impartial and honest in all affairs relating to IMHP and their job within it. All team members also bear a responsibility to act as ambassadors for IMHP in terms of their general conduct both within and outside the organisation. This policy outlines the responsibilities of those working for IMHP.

1.2 The duties of a team member are embodied in Common Law and built on by Statute e.g. the Equality Act 2010, The Health and Safety at work Act, The Prevention of Corruption Acts 1906 and 1916 etc.

1.3 Under Common Law the duties of a team member are as follows:

- to be ready and willing to work;
- to offer their services personally: for example must not subcontract the work for which they are employed;
- to take reasonable care in the exercise of that service, including the duty to be competent at work and to take care of IMHP's property;
- to not wilfully disrupt IMHP's objectives;
- to obey reasonable orders as to the time, place, nature and method of service;
- to work only for IMHP in IMHP's time;
- to disclose information to IMHP relevant to IMHP's business: for example that they might know or discover;
- to respect IMHP's trade secrets;
- in general, to be of good faith and do nothing to destroy the trust and confidence necessary for employment;
- to account for all benefits – monetary or in kind - received in the course of employment;
- to indemnify IMHP for loss caused by the team member.

1.4 United Kingdom Statute places further responsibilities on individual team members in regards to their own behaviour and their behaviour towards other team members.

2. Standard of Conduct Required by the Company

Gifts and Hospitality

2.1 In addition to the duties placed on employees by Civil and Statute Law. IMHP requires its team members to ensure that gifts and hospitality offered by suppliers

and potential suppliers of goods and services to IMHP are declined. This applies, whether the gifts or hospitality are offered within, or outside normal working hours. The only exceptions to this are trivial gifts with a nominal value of less than £10 such as a calendar, diary, chocolates or mugs can be accepted. All other gifts must be politely refused or, if received through the post, returned to the donor with a suitably worded letter.

Transaction of Private Business

2.2 Team members having official dealings with contractors and other suppliers of goods or services must avoid transacting any kind of private business with them by any means other than IMHP's normal commercial channels. No favour or preferences as regards price, or otherwise, which is not generally available, should be sought or accepted.

Identification

2.3 Team members should wear or carry their identity badges whilst carrying out their duties.

Confidentiality

2.4 At all times confidentiality must be maintained. No information can be released to unauthorised persons or organisations.

2.5 If doubt exists as to the validity of an organisation or individuals to receive information, this must be checked with the IMHP senior team members.

Bribery and Corruption

2.6 IMHP has a strict anti-bribery and corruption policy in line with the Bribery Act (2010). A bribe is defined as: giving someone a financial or other advantage to encourage that person to perform their functions or activities improperly or to reward that person for having already done so.

If you bribe (or attempt to bribe) another person, intending either to obtain or retain business for the IMHP, or to obtain or retain an advantage in the conduct of the company's business this will be considered gross misconduct. Similarly accepting or allowing another person to accept a bribe will be considered gross misconduct. In these circumstances you will be subject to formal investigation under the IMHP disciplinary procedures, and disciplinary action up to and including dismissal may be applied.

General Conduct

2.7 Team members should at all times conduct themselves in such a way as to enhance the reputation of the IMHP.

IMHP will support team members who become aware of and are willing to report breaches of this policy or who genuinely believe that a breach is occurring, has occurred or is likely to occur within the business. Team members should raise the

issue internally with their manager or supervisor or in accordance with the Company's Policy on Disclosing Information ('Whistleblowing').

These standards of conduct are intended to underpin and clarify standards required by IMHP of its team members and form a fundamental part of the employment contract. Team members who fail to comply with the guidance detailed in this Policy could be subject, following full investigation, to disciplinary action up to and including dismissal. If through their actions or omissions team members are found to be in contravention of either this Policy or, indeed, their legal responsibilities then IMHP reserves the right to take legal action if it deems it to be necessary to do so.

SECTION 2 – MENTORING AND SUPERVISION

3. Mentoring and Supervision Policy

IMHP are committed to supporting every team member to reach their potential and achieve their personal goals, which in turn will assist the organisation to achieve its objectives.

IMHP will offer a flexible and supportive system of informal mentorship and formal supervision to staff members, allowing new team members to discuss their role with senior members of staff. These should align individual team members' goals and objectives with organisational goals and objectives.

1. Team Member Action Plan - separate document

6. Controlling Absence Policy

1. Policy

Following its peer support model, IMHP recognises that supporting team members who require workplace flexibility is a key aspect of operation. IMHP will try to maintain an efficient and productive service for participants while recognising the ongoing needs of team members, and will strive to support team members who require periods of absence.

7. Disciplinary Procedure

1. Scope

IMHP Disciplinary Procedure will be used only when necessary and as a last resort. Where possible, informal and/or formal counselling or other good management practice will be used to resolve matters prior to any disciplinary action being taken. The procedure is intended to be positive rather than punitive but takes cognisance of the fact that sanctions may have to be applied in some circumstances.

A team member can discuss any part of this policy with their Union Representative or a senior team member. They can help clarify a team member rights as well as give guidance and support where it may be needed. Every individual has the right to representation at any point during the disciplinary process.

2. Suspension

Suspension is not disciplinary action. The purpose of suspension is manifold and can be used when it is necessary to remove a member of staff from the workplace pending an investigation for example, to allow time for a 'cooling down period' for both parties, for their own or others protection, to prevent them influencing or being influenced by others or to prevent possible interference with evidence. Only the senior team member in charge of that individual, at that time or their superior, have the authority to suspend an individual.

An team member suspended from duty will receive written confirmation within three days of:

- the reason for the suspension
- the date and time from which the suspension will operate.
- the timescale of the ongoing investigation.

- the right of appeal to a panel of senior team members not involved in the suspension should the suspension last more than 7 days

3. Counselling

Counselling is an attempt to correct a situation and prevent it from getting worse without having to use the disciplinary procedure. Where improvement is required, the team member must be given clear guidelines as to:

- what is expected in terms of improving shortcomings in conduct or performance
- the time scales for improvement
- when this will be reviewed
- the team member must also be told, where appropriate, that failure to improve may result in formal disciplinary action.

A record of the counselling should be given to the team member and a copy retained in their personnel file. It is imperative that any counselling should be followed up and improvements recognised and recorded. Once the counselling objectives have been met, any record of the counselling will be removed from the team member's file.

If during counselling it becomes clear that the matter is more serious, then the discussion should be adjourned, and pursued under the formal disciplinary procedure.

4. Procedure for Formal Investigation

1. Formal investigations should be carried out by the most appropriate senior team member who is not directly involved with the incident being investigated. This manager may involve others to assist with the investigation process. All the relevant facts should be gathered promptly as soon as is practicable after the incident. Statements should be taken from witnesses at the earliest opportunity. Any physical evidence should be preserved and/or photographed if reasonable to do so.
2. A report should be prepared which outlines the facts of the case. This should be submitted to the appropriate senior team member who will decide whether further action is required. Where appropriate, this report may be made available to the individual and their representative.
3. In most circumstances where misconduct or serious misconduct is suspected, it will be appropriate to set up an investigatory hearing. This would be chaired by the appropriate senior team member, who would be accompanied by another senior team member. The investigating senior team member would be asked to present his/her/their findings in the presence of the team member who has been investigated. Witnesses should be called at this stage, and the team member (or their representative) allowed to question these witnesses. The team member has a right of representation at this hearing.

4. Following the full presentation of the facts, and the opportunity afforded to the team member to state their side of the case, the hearing should be adjourned, and everyone would leave the room except the senior team member hearing the case, and the other senior team member. They would discuss the case and decide which of the following option was appropriate:
 - take no further action against the employee
 - recommend counselling for the employee
 - proceed to a disciplinary hearing
5. All parties should be brought back, and informed as to which option has been chosen. Should the decision be taken to proceed to a disciplinary hearing, then this may follow on immediately from the investigatory hearing if the following criteria have been met:
 - the team member has been informed by letter that the investigation may turn into a disciplinary hearing, and that they have the right of representation
 - they have been told in advance what the nature of the complaint is, and have had time to consult with a representative
 - all the facts have been produced at the investigatory hearing, and the senior team member is in a position to decide on disciplinary action.
 - the senior team member should inform the team member and their representative that the hearing would now become a formal disciplinary hearing, and invite them to say anything further in relation to the case.
6. It may be appropriate at this point to adjourn proceedings, whilst necessary arrangements are made for a representative to attend the hearing at the request of the team member.
7. Should anyone who is subject to disciplinary action resign during the course of it, the action will cease unless there are extenuating circumstances which require its continuance. The subject of the discipline may also request that the disciplinary action continue.

5. Warnings

Examples of Minor Misconduct

Below are listed examples of misconduct which may warrant either a Verbal Warning or a First Written Warning. It is stressed however that this list is not exhaustive and that on all occasions a full and proper investigation must take place prior to the issue of a warning.

- Persistent lateness and poor time-keeping (only in regard to the impact on other team members and with a view to support the team member's wellbeing).

- Absence from work, including going absent during work, without valid reason, notification or authorisation (only in regard to the impact on other team members and with a view to support the team member's wellbeing).
- Failure to work in accordance with prescribed procedures.
- Incompetence (only in regard to the impact on other team members and with a view to support the team member's wellbeing).
- Unreasonable standards of dress or personal hygiene (only with a view to support the team member's wellbeing).
- Failure to observe Company regulations and procedures.

Verbal Warning

A Verbal Warning is appropriate when it is necessary for the senior team member in charge to take action against a team member for any minor failing or minor misconduct.

First Written Warning

A First Written Warning is appropriate when:

- a verbal warning has not been heeded and the misconduct is either repeated or performance has not improved as previously agreed.
- an offence is of a more serious nature for which a written warning is more appropriate.
- the recurrence or accumulation of an offence/offences, if left, will lead to more severe disciplinary action.

Examples of Gross – Misconduct

Listed below are examples of misconduct which may be considered to be Gross Misconduct and may warrant a Final Warning, Demotion or Dismissal. It is stressed however that this list is not exhaustive and that on all occasions a full and proper investigation must take place prior to the issuing of a Final Warning, Demotion or Dismissal.

- Theft, including unauthorised possession of IMHP property.
- Breaches of confidentiality, prejudicial to the interest of IMHP.
- Being unfit for duty because of the misuse/consumption of drugs or alcohol.
- Refusal to carry out an instruction which is within the individual's capabilities and which would be seen to be in the interests of IMHP.
- Breach of confidentiality / security procedures.
- Physical assault, breach of the peace or verbal abuse.
- False declaration of qualifications or professional registration.
- Failure to observe IMHP rules, regulations or procedures.
- Wilful damage of property at work.
- Incompetence or failure to apply sound professional judgement.

Final Written Warning

A Final Written Warning is appropriate when:

- a team member's offence is of a serious nature falling just short of one justifying dismissal.
- a team member persists in the misconduct which previously warranted a lesser warning.

Downgrading or Transfer to another Post

This action is appropriate when:

- previous attempts, via the disciplinary procedure, to rectify a problem have failed and this is a final attempt to solve a problem without having to dismiss a team member .
- a team member is considered by the senior team member of the department to be incompetent or otherwise unfit to fulfil the duties for which they are employed but where dismissal is not thought to be appropriate.

Dismissal

Dismissal is appropriate when

- a team member's behaviour is considered to be Gross Misconduct.
- a team member's misconduct has persisted, exhausting all other lines of disciplinary procedure.

Time Scales for the expiry of Warnings

Warnings issued to team members shall be deemed to have expired after the following periods of time.

- Verbal Warnings: 6 months
- First Written Warnings: 12 months
- Final Written Warnings: 18 months (or as agreed and recorded at the hearing)

These time scales remain provided that during that period, no further warnings have been issued in respect of the employee's conduct.

6. Letter of Warning

All Warnings must contain the following information

- The letter must be issued within 7 days of the date of the disciplinary hearing.
- The nature of the offence and where appropriate, that if further misconduct occurs, more severe disciplinary action will be taken.
- The period of time given to the team member for improvement.
- The team member's right to appeal to the senior team member directly above that of the one issuing the warning.
- A copy of the warning and any supporting documentation must be attached to the individual's personnel file.
- The team member must also receive a copy of the warning which in the case of any written warning will be sent to their home address by recorded delivery if not handed to them in person.
- In the case of a final written warning, reference must be made to the fact that any further misconduct will lead to dismissal, and that the team member has the right of appeal, and to who they can make that appeal.

The letter confirming dismissal will contain the following information:

- The reason for dismissal and any administrative matter arising from the termination of their employment.
- The team member's right of appeal and to whom they should make that appeal

7. Appeals

Every team member has the right to appeal against the outcome of a disciplinary hearing. The basis of an appeal should normally relate to one of the following areas:

- that IMHP's Procedure had not been followed correctly.
- that the resulting disciplinary action was inappropriate.
- that the need for disciplinary action was not warranted.
- that new information regarding disciplinary action has arisen

An appeal should be put in writing to the HR Department / senior team member. The letter of appeal may be constructed by the team member or their representative. The letter should contain the grounds for appeal and should be lodged within 10 days of receipt of the warning / dismissal letter.

An appeal will be arranged within 20 working days of receipt of the appeal letter.

Appeals against Verbal and First Warnings

In the case of verbal and first warnings, the appeal will be heard by a senior team member other than the one who issued the warning.

Appeals against Downgrading, Final Warnings and Dismissal

The hearing and determining of appeals against final warnings and dismissal will be heard by the appropriate senior team member. They may also involve another senior team member not previously involved with the case.

When dealing with an appeal against a Final Warning or Dismissal written statements of case may be submitted no later than 2 days prior to the date of Appeal Hearing. No additional written evidence will be admitted by the Appeal Committee on the date of the Hearing.

Witnesses may be required by either party at an appeal hearing, dependent upon the circumstances and nature of the case. However, there is no specific obligation on either party to produce a witness. Either party must give 5 days prior notice that they intend to call specific persons involved or associated with the case under consideration.

It is the responsibility of the management representative and for the appellant to each arrange for the availability and attendance of any witness they wish to call.

8. Capability Procedure

IMHP places great importance on maintaining a supportive environment in which volunteers and staff members can develop their skills and aid the well-being of themselves and others.

As such, emphasis is placed on communication with staff-members to ensure that they feel confident and supported in their responsibilities, rather than solely identifying areas in which their own difficulties impact on IMHP as an organisation.

SECTION 3 - DEALING WITH EMPLOYEE CONCERNS: *Hearing Grievances, Dealing with Bullying & Harassment, and making provisions for “Whistleblowing”*

9. Grievance Procedure

The grievance procedure is intended as the tool by which a team member may formally have a grievance, regarding any condition of their employment, heard by the management of IMHP. The aggrieved team member has the right to representation by a Trade Union Representative or a work colleague

In the event of a team member wishing to raise a grievance, it is preferable for the grievance to be satisfactorily resolved as close to the individual as possible. It is understood however that this is not always possible and that a formal procedure is required to ensure the swift and fair resolution of matters which aggrieve IMHP's team members.

Time scales have been fixed to ensure that grievances are dealt with quickly, however these may be extended if it is agreed upon by both parties.

This procedure is not intended to deal with:

1. Dismissal or disciplinary matters which are dealt with in a separate procedure.
2. Disputes, which are of a collective nature and which are dealt with in a separate procedure.

1. Stage 1

A team member who has a grievance, should raise the matter with his/her/their mentor or supervisor immediately either verbally or in writing.

2. Stage 2

In most instances IMHP's senior team members will discuss the matter and respond in a timely manner.

10. Prevention of Bullying and Harassment at Work

1. Statement of Policy

1. IMHP is committed to encouraging and maintaining good team member relations within a working environment which fosters team working, personal support and encourages team members to give of their best. Everyone in IMHP and those who have dealings with IMHP has a responsibility to maintain good working relationships and not use words or deeds that may harm the wellbeing of others. In addition to the obligations placed upon both employers and employees by the Equality and Human Rights legislation, everyone has the right to be treated with consideration, fairness, dignity and respect. This contributes to a workplace environment in which individuals feel safe and can work effectively competently and confidently.
2. IMHP's policy applies to all team members working within the organisation and to all team member working off the premises. It extends to include non-permanent workers such as volunteers, secondees, contractors, agency, temporary staff, consultants and any other workers. The policy, in addition, covers the behaviour of staff outside working hours which may impact upon work or working relationships.
3. IMHP has a "zero tolerance" policy and will investigate vigorously any allegations of bullying or harassment, regardless of whether the matter has been raised formally or informally.

2. Key Principles

4. IMHP will provide and sustain a safe working environment in which everyone is treated fairly and with respect. Those working or dealing with IMHP must not encounter harassment, intimidation or victimisation on the basis of gender, race, colour, ethnic or national origin, sexual orientation, marital status, religion or belief, age, trade union membership, disability, offending background or any other personal characteristic.
5. Everyone carries a personal responsibility for their own behaviour and for ensuring that their conduct is in accordance with the principles set out in this policy. In addition, each person has a responsibility to report any instance of bullying or harassment which they witness or which comes to their attention. Team members have a responsibility to act as role models, proactively addressing instances of bullying and harassment. Senior team members should also make themselves aware of their responsibility.

6. Harassment may be defined as any conduct which is :-
 - unwanted by the recipient
 - is considered objectionable
 - causes humiliation, offence, distress or other detrimental effect.

7. Harassment may be an isolated occurrence or repetitive: it may occur against one or more individuals. Harassment may be, but is not limited to:
 - Physical contact – ranging from touching to serious assault, gestures, intimidation, aggressive behaviour.
 - Verbal – unwelcome remarks, suggestions and propositions, malicious gossip, jokes and banter, offensive language.
 - Non-verbal – offensive literature or pictures, graffiti and computer imagery, isolation or non-co-operation and exclusion or isolation from social activities.

8. Bullying is unlikely to be a single or isolated instance. It is usually, but not exclusively repeated and persistent behaviour which is offensive, abusive, intimidating, malicious or insulting. Bullying includes but is not limited to :
 - Conduct which is intimidating, physically abusive or threatening
 - Conduct that denigrates, ridicules or humiliates an individual, especially in front of colleagues
 - Humiliating an individual in front of colleagues
 - Picking on one person when there is a common problem
 - Shouting at an individual to get things done
 - Consistently undermining someone and their ability to do the job
 - Setting unrealistic targets or excessive workloads
 - “cyber bullying” i.e. bullying via e-mail. (This should be borne in mind where employees are working remotely and are managed by e-mail. Care and sensitivity should be practised with regard to the choice of context and language).
 - Setting an individual up to fail e.g. by giving inadequate instructions or unreasonable deadlines.

Harassment and Bullying may be summarised as any behaviour that is unwanted by the person to whom it is directed. It is the impact of the behaviour rather than the intent of the perpetrator that is the determinant as to whether harassment or bullying has occurred.

9. Any team member who wishes to make a complaint of harassment or bullying is encouraged to first discuss matters informally with their mentor or a senior team member, provided that they feel able to do so. Should the issues not be resolved at this stage, or the team member feels unable to raise the issue informally, then a formal resolution should be sought.

10. When a complaint of Harassment or Bullying is brought to the attention of the directors, whether informally or formally, prompt action must be taken to investigate the matter. Corrective action must be taken where appropriate and this may require an investigation under IMHP's Disciplinary Policy and Procedure.
11. If it is considered that one of the parties concerned in a harassment or bullying case should be moved from their current workplace, then as a matter of principle IMHP will normally remove the alleged perpetrator rather than the complainant. However, the final decision on who should be moved should reflect the particular circumstances of the case. It should be noted and explained to those concerned that the moving of either party is not an implication of guilt or culpability and no detriment to either party will be construed as a consequence.
12. All matters relating to the investigation of complaints of harassment or bullying will be treated in strict confidence. Any breach of confidentiality in this regard may render those responsible liable to disciplinary actions. However, it will be necessary that any alleged perpetrator is made aware of the allegations against them and the name(s) of those making the allegations together with the name(s) of any witnesses.
13. No team member will be victimised or suffer detriment for making a complaint of harassment or bullying and no team member shall threaten either explicitly or implicitly that an team member's complaint will be used as the basis for decisions affecting that team member. Such conduct will be treated as a very serious disciplinary offence.
14. All complaints of harassment or bullying whether raised formally or informally must be notified by the recipient of the complaint to the directors for recording in accordance with the requirements of the Equality and Human Rights legislation. This legislation requires such records to be maintained and the incidence of bullying and harassment to be monitored.
15. This policy and procedure will be reviewed periodically giving due consideration to legislative changes.

3. Procedure

1. Informal Resolution

- 1.1 Very often people are not aware that their behaviour is unwelcome or misunderstood and an informal discussion can lead to greater understanding and agreement that the behaviour will cease.

- 1.2 Complainants are therefore encouraged to try, if they feel able to do so, to resolve the problem informally by making it clear to the alleged harasser that his/her actions are unwanted and should not be repeated. This may be done verbally or in writing in which case the complainant should keep a copy of the documentation and, where possible, the times and dates of incidents should be recorded.
- 1.3 If the complainant feels unable to approach the alleged harasser, a work colleague, or Trade Union representative could be asked to speak to the alleged harasser on the complainant's behalf. A note should be made of the action taken and the matter notified to the senior team members.
- 1.4 An individual who is made aware that their behaviour is unacceptable should:-
 - Listen carefully to the complaints and the particular concerns raised;
 - Respect the other person's point of view: everyone has a right to work in an environment free from harassment/intimidation;
 - Understand and acknowledge that it is the other person's reaction/perception to another's behaviour that is important;
 - Agree the aspects of behaviour that will change;
 - Review their general conduct/behaviour at work and with workplace colleagues.

2. Formal Resolution

- 2.1 If the alleged harassment continues, the complainant feels unable or unwilling to deal with the matter informally, or the allegation is so serious as to prevent use of the informal procedure, a complaint should then be raised formally with IMHP.
- 2.2 Normally, IMHP's representative will be one or more of the senior team members.
- 2.3 When dealing with a complaint of harassment under the Formal Resolution Procedure, the senior team members should:
 - a Take full details of the incidents in writing from the complainant and their representative (if appropriate);
 - b Take full details from any witnesses/other complainants who come forward and may have witnessed the alleged behaviour
 - c Inform the alleged harasser of the complaints against him/her, advise the alleged harasser to seek representation and invite him/her to a meeting in order that they can comment on the allegations against them.
 - d Keep all parties informed of expected timescales.

- e Inform all parties in writing of the outcome and any action that may be required.

2.4 With any allegation, the need for a thorough and objective investigation is paramount. Consequently, if through the course of the investigation evidence demonstrates that the allegation has been made frivolously, maliciously, or for personal gain, then the individual making the complaint will be subject to Disciplinary proceedings as outlined in the IMHP's Disciplinary Policy.

3. Appeals

Appeals against decisions taken under the Bullying and Harassment at Work Policy and Procedure shall be dealt with as follows:-

- Appeals against a disciplinary sanction will be dealt with in accordance with the appeals process in the Disciplinary Procedure.
- Appeals by a complainant about the outcome of any inquiry will be dealt with in accordance with the appeal process in the Grievance Policy.

4. Records

Where necessary to the ongoing well-being of team member, volunteers and participants, a record will be kept of the situation.

11. "Whistleblowing" Policy

(Making a Disclosure in the Public Interest)

1. Introduction

IMHP is committed to the highest standards of openness, probity and accountability.

An important aspect of accountability and transparency is a mechanism to enable staff and other members of IMHP to voice concerns in a responsible and effective manner. It is a fundamental term of every contract of employment that an employee will faithfully serve his or her employer and not disclose confidential information about the employer's affairs. Nevertheless, where an individual discovers information which they believe shows serious malpractice or wrongdoing within the organisation then this information should be disclosed internally without fear of reprisal, and there should be arrangements to enable this to be done independently of the organisation

(although in relatively minor instances the a senior member of staff would be the appropriate person to be told).

The Public Interest Disclosure Act, which came into effect in 1999, gives legal protection to employees against being dismissed or penalised by their employers as a result of publicly disclosing certain serious concerns. IMHP has endorsed the provisions set out below so as to ensure that no team members should feel at a disadvantage in raising legitimate concerns.

It should be emphasised that this policy is intended to assist individuals who believe they have discovered malpractice or impropriety. It is not designed to question financial or business decisions taken by IMHP nor should it be used to reconsider any matters which have already been addressed under harassment, complaint, disciplinary or other procedures. Once the "whistleblowing" procedures are in place, it is reasonable to expect staff to use them rather than air their complaints outside of IMHP.

2. Scope of Policy

This policy is designed to enable employees of IMHP to raise concerns internally and at a high level and to disclose information which the individual believes shows malpractice or impropriety. This policy is intended to cover concerns which are in the public interest and may at least initially be investigated separately but might then lead to the invocation of other procedures e.g. disciplinary. These concerns could include

- Financial malpractice or impropriety or fraud
- Failure to comply with a legal obligation or Statutes
- Dangers to Health & Safety or the environment
- Criminal activity
- Improper conduct or unethical behaviour
- Attempts to conceal any of these

3. Safeguards

i. Protection

This policy is designed to offer protection to those employees of the Company who disclose such concerns provided the disclosure is made:

- in good faith
- in the reasonable belief of the individual making the disclosure that it tends to show malpractice or impropriety and if they make the disclosure to an appropriate person (see below). It is important to note that no protection from internal disciplinary procedures is offered to those who choose not to use the procedure. In an extreme case malicious or wild allegations could give rise to legal action on the part of the persons complained about.

ii. Confidentiality

IMHP will treat all such disclosures in a confidential and sensitive manner. The identity of the individual making the allegation may be kept confidential so long as it does not hinder or frustrate any investigation. However, the investigation process may reveal the source of the information and the individual making the disclosure may need to provide a statement as part of the evidence required.

iii. Anonymous Allegations

This policy encourages individuals to put their name to any disclosures they make. Concerns expressed anonymously are much less credible, but they may be considered at the discretion of IMHP.

In exercising this discretion, the factors to be taken into account will include:

- The seriousness of the issues raised
- The credibility of the concern
- The likelihood of confirming the allegation from attributable sources

iv. Untrue Allegations

If an individual makes an allegation in good faith, which is not confirmed by subsequent investigation, no action will be taken against that individual. In making a disclosure the individual should exercise due care to ensure the accuracy of the information. If, however, an individual makes malicious or vexatious allegations, and particularly if he or she persists with making them, disciplinary action may be taken against that individual.

4. *Procedures for Making a Disclosure*

On receipt of a complaint of malpractice, the team member who receives and takes note of the complaint, must pass this information as soon as is reasonably possible, to the appropriate designated investigating officer as follows:

Complaints of malpractice will be investigated by the directors.

5. *Timescales*

Due to the varied nature of these sorts of complaints, which may involve internal investigators and / or the police, it is not possible to lay down precise timescales for such investigations. The investigating officer should ensure that the investigations are undertaken as quickly as possible without affecting the quality and depth of those investigations.

The investigating officer, should as soon as practically possible, send a written acknowledgement of the concern to the complainant and thereafter report back to them in writing the outcome of the investigation and on the action that is proposed. If the investigation is a prolonged one, the investigating officer should keep the complainant informed, in writing, as to the progress of the investigation and as to when it is likely to be concluded.

All responses to the complainant should be in writing and sent to their home address.

6. *Investigating Procedure*

The investigating officer should follow these steps:

- Full details and clarifications of the complaint should be obtained.
- The investigating officer should inform the member of staff against whom the complaint is made as soon as is practically possible. The team member will be informed of their right to be accompanied by a trade union or other representative at any future interview or hearing held under the provision of these procedures.
- The investigating officer should consider the involvement of IMHP auditors and the Police at this stage and should consult with the practice lead and other senior team members.
- The allegations should be fully investigated by the investigating officer with the assistance where appropriate, of other individuals / bodies.
- A judgement concerning the complaint and validity of the complaint will be made by the investigating officer. This judgement will be detailed in a written report containing the findings of the investigations and reasons for the judgement. The report will be passed to the practice lead or other senior team member as appropriate.
- The practice lead or other senior team member as appropriate will decide what action to take. If the complaint is shown to be justified, then they will invoke the disciplinary or other appropriate IMHP procedures.
- The complainant should be kept informed of the progress of the investigations and, if appropriate, of the final outcome.
- If appropriate, a copy of the outcomes will be passed to IMHP Auditors to enable a review of the procedures.

If the complainant is not satisfied that their concern is being properly dealt with by the investigating officer, they have the right to raise it in confidence with the practice lead, another senior team member, or one of the designated persons described above.

If the investigation finds the allegations unsubstantiated and all internal procedures have been exhausted, but the complainant is not satisfied with the outcome of the investigation, IMHP recognises the lawful rights of team members and ex-team

members to make disclosures to prescribed persons (such as the Health and Safety lead, practice lead, safeguarding lead, conflict resolution lead), or, where justified, elsewhere.

SECTION 4 – SUPPORTING OUR STAFF IN THE WORKPLACE:

12. Equality Policy

See separate Equality Policy within professional and delivery guidelines.

13. Drug and Alcohol Abuse Policy

1. Introduction

1. IMHP recognises that alcohol and drug abuse related problems are an area of health and social concern. It also recognises that a team member with such problems needs help and support from IMHP.
2. IMHP also recognises that alcohol and drug abuse problems can have a detrimental effect on work performance, personal well-being and behaviour. IMHP has a responsibility to its team member and visitors to ensure that this risk is minimised.
3. Accordingly, IMHP policy involves providing reasonable assistance to the team member with an alcohol or drug abuse problem who is willing to cooperate in treatment for that problem.
4. IMHP will seek to offer guidance to those suffering a substance dependency, signposting toward appropriate services which may help in coping with these issues.
5. IMHP recognises that many of its team members and participants may use substances to help manage their mental well-being, and will endeavour to be understanding of individuals needs in relation to such issues.

14. Health and Safety Policy

See separate Health and Safety Policy.