Community Counts
Milnbank
Housing Association
53 Ballindalloch Drive, Glasgow G31 3DQ

TO:	Governance Sub-Committee
PREPARED BY:	Linda Sichi (Deputy CEO)
SUBJECT:	ALCOHOL & SUBSTANCE MISUSE POLICY
DATE MEETING:	24 November 2025
APPROVED BY:	Paul Martin (CEO)

ALCOHOL & SUBSTANCE MISUSE POLICY

LS/NOVEMBER 2025/REF P69

ALCOHOL & SUBSTANCE MISUSE POLICY

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1. MILNBANK HOUSING ASSOCIATION (MHA) STRATEGIC OBJECTIVES

MHA's mission is to provide excellent homes and services in a thriving community. We believe that people living in the MHA community should:

- Have warm, safe, and affordable homes, and receive excellent services from MHA.
- Live in neighbourhoods that are clean and well cared for, with real community pride.
- Have access to opportunities and services that promote a good quality of life.

2. MHA's VALUES

Working as 'One Milnbank' so that we offer the same quality of services, support and housing to all tenants and residents.

3. LEGAL & REGULATORY COMPLIANCE

The Management Committee leads and directs MHA to ensure good outcomes for its tenants and other service users. The Scottish Housing Regulator's Regulatory Framework Financial & Regulatory is applied.

MHA adheres to all relevant legal employment requirements associated with this policy.

The main legal acts for this policy are the Health & Safety at Work Act 1974 & Misuse of Drugs Act 1971

Health and Safety (H&S)

MHA recognises its duty under the H&S at Work Act 1974 to ensure as far as is reasonably practical the physical and psychological health, safety and wellbeing of all employees. If it is felt that an individual poses a risk to the health, safety or wellbeing of themselves or anyone else because of alcohol or substances, immediate action will be taken to remove the individual from the environment, most likely by sending the individual home, or seek emergency medical assistance. If it is not safe for the individual to make their own way home alternative travel arrangements must be made.

All employees have a responsibility to ensure the health, safety and wellbeing of others is not put at risk. If an employee has reason to believe that a colleague is misusing alcohol or substances, they must inform their line manager immediately.

4. POLICY INTRODUCTION

This policy has been devised to assist MHA in managing situations of alcohol and substance misuse affecting the employee's ability to carry out their duties. MHA has a duty to always provide high service standards of, and it is acknowledged that alcohol and substance misuse is likely to have an adverse effect on this. It sets out MHA's standards and expectations in relation to alcohol and substance misuse and the level of support that will be offered should such a situation arise.

5. POLICY AIMS

- Clarify MHA's position on ongoing alcohol and/or substances misuse at work whilst on duty
- Explain MHA's position on illegal activity concerning alcohol and substance misuse.
- Provide guidance and boundaries on appropriate assistance and support to employees being affected by alcohol or substance misuse.
- Adhere to the legal obligations of MHA as set out under Health & Safety legislation.
- Clarify the circumstances in which disciplinary procedures will be instigated.
- Provide guidance for managers to manage alcohol and substance misuse.
- Clarify the distinction between dependent and non-dependent misuse of alcohol or substances.

6. DEFINATIONS

For the purposes of this policy the following definitions apply:

- **Alcohol Misuse**: when a person drinks in a way that is harmful, or they are dependent on alcohol. (www.nhs.uk)

- **Substance Misuse**: Intoxication by/or regular excessive consumption of and/or dependence on psychoactive substances, leading to social, psychological, physical or legal problems. It includes problematic use of both legal and illegal drugs (including alcohol when used in combination with other substances) www.nice.org.uk

7. DISCPLINARY PROCEDURES

In circumstances where MHA's disciplinary procedures are instigated in relation to this policy, the outcome may include dismissal.

8. ILLEGAL ACTIVITY

MHA respects an individual's right to a private life; however, MHA works within the community with a purpose of improving the lives of those who

live there. As a result, MHA will not tolerate any instances of illegal activity concerning or associated with substances. Any employee found to be involved or connected to illegal activity will be managed under MHA's disciplinary procedure which will likely result in dismissal.

9. ALCOHOL AND THE WORKPLACE

The consumption of alcohol at work is not normally permitted. However, at special events, where the employee is not driving and only with the approval of the MC alcohol may be permitted.

10. DRIVING AT WORK

10.1 Drinking alcohol or taking substances can affect people in different ways. Should an employee drink alcohol or take a substance (legal or illegal) which impairs their ability to drive and then undertake any occupational driving this will be deemed as breach of conduct and will be dealt with under our Disciplinary Policy. This will also be reported to the police.

10.2 Before any driving at work takes place, a dynamic risk assessment should be conducted. This should be completed by the driver and should include any alcohol or substance consumption. This is particularly relevant 'the morning after the night before'. If an employee is in any doubt as to whether they are safe to drive, they should not do so.

10.3 If an employee suspects another staff member has consumed alcohol or substances or they have reason to believe the person may not be safe to drive, they have a responsibility to report this immediately their line manager. The line manager will deal with the situation appropriately which will include informing the police. Should malicious allegations be made this will be treated very seriously and will be subject to formal disciplinary action.

11. MANAGING ALCOHOL MISUSE

11.1 MHA will manage alcohol misuse depending on its nature. Alcohol misuse will be dealt with under the following categories:

1) Alcohol overindulgence
2) Alcohol dependence

11.2 Where concern arises regarding alcohol overindulgence that results in socially unacceptable or dangerous behaviour, but which is not related to a physical or psychological dependence, this will be treated as a conduct issue and will be dealt with under the organisation's disciplinary procedures.

11.3 Where concern arises regarding alcohol dependency and interferes with an employee's ability to carry out their duties, this will initially be considered as an ill-health issue and managed in accordance with the appropriate procedures. However, where there is no improvement, support is not

accepted, programme not completed, or no dependence is diagnosed MHA will instigate the disciplinary procedure.

12. MANAGING SUBSTANCE MISUSE

12.1 Legal Substances

Where concern arises regarding overindulgence in legally obtained substances which results in socially unacceptable or dangerous behaviour. This also relates to prescription medication, whether required short or long term. Such situations will be treated as a conduct issue and will be dealt with under the organisation's disciplinary procedures.

Where an issue arises concerning legal substance dependency which has been obtained legally and interferes with an employee's work, this will initially be managed as an ill-health issue and managed in accordance with the appropriate procedures. However, where there is no improvement, support is not accepted, programme completed, or no dependence is diagnosed MHA will instigate the disciplinary procedure.

12.2 Illegal Substance Misuse

MHA will not tolerate the consumption or possession of illegal substances in any circumstances. This will always be gross misconduct.

12.3 Illegally Obtained Legal Substances

MHA will not tolerate illegal activity concerning legal substances. Any employee who is suspected of being involved in any such activity will be dealt with in accordance with MHA's disciplinary procedures as gross misconduct.

12.4 General Illegal Activity

Any employee suspected to be involved in illegal activity concerning substances will also be reported to the police.

13. POLICE INVOLVEMENT

In circumstances where the police are involved in an investigation concerning any employee, MHA will continue with their own investigation and act on this accordingly regardless.

14. DEPENDENCY

In circumstances where an employee is suspected of having an alcohol or legal substance dependency MHA will provide reasonable support. In the first instance the line manager will have a meeting with the employee and make a referral to a counselling service. The manager will then have follow-up meetings on an appropriate and regular timescale to determine the progress the individual is making.

Where there are performance issues relating to the dependence appropriate performance plans will be put in place in accordance with

MHA**s** under performance procedures as detailed in the disciplinary procedures. Where the improvement is not adequate or support via a counselling service is not adhered to, normal disciplinary procedures will be instigated which may result in dismissal.

15. EQUALITY & HUMAN RIGHTS

MHA's is committed to equal opportunities, and we will respond to the different needs and service requirements of individuals, and we will not discriminate against any individual for any reason outlined in Equality & Human Rights Legislation. An Equality Impact Assessment is attached to this policy.

16. DATA COLLECTION

Employees with alcohol or substance misuse problems who are referred for support, whether voluntarily or mandatory will be dealt with in the strictest confidence. MHA will manage all personal data in accordance with our obligations under the GDPR regulations and the Association's Policy.

19. POLICY MONITORING & REVIEW

The Alcohol & Substances Misuse Policy will be reviewed by the Governance Sub-Committee every three years or in line with EVH updates, or as otherwise deemed necessary

SUPPORTING AGENCIES

- **Turning Point Scotland**

Tel: 0800 652 3757

- **National Drugs Helpline**

Tel: 0300 123 6600

Milnbank Housing Association **Equality Impact Assessment Tool**	Milnbank Housing Association 53 Ballindalloch Drive, Glasgow G31 3DQ

Name of the policy / project proposal to be assessed	Alcohol & Substances Misuse Policy	Is this a new policy /proposal or a revision?	Revision
Person(s) responsible for the assessment	Deputy CEO		
1. Briefly describe the aims, objectives and purpose of the policy / proposal	This policy has been devised to assist MHA in managing situations of alcohol and substance misuse affecting the employee's ability to carry out their duties. MHA has a duty to always provide high service standards of, and it is acknowledged that alcohol and substance misuse is likely to have an adverse effect on this. It sets out MHA's standards and expectations in relation to alcohol and substance misuse and the level of support that will be offered should such a situation arise.		
2. Who is intended to benefit from the policy/ proposal? *(e.g. applicants, tenants, staff, contractors)*	Employees of MHA		
3. What outcomes are wanted from this policy/ proposal? *(e.g. the benefits to customers / benefit to staff)*	The policy provides clarity for employees regarding MHA's position on alcohol and substance misuse and the actions that the Association will take is the event of it occurring in the workplace.		

4. Which protected characteristics could be affected by the proposal? (*tick all that apply*)

☐ Age ☐ Race ☐ Disability ☐ Marriage & civil partnership ☐ Pregnancy / Maternity

☐ Religion or belief	☐ Sex	☐ Gender reassignment	☐ Sexual Orientation	
5. Which other characteristics could be affected by the proposal? (*tick all that apply*) ☐ Socio-economic ☐ Geographic Location ☐ Literacy & Numeracy ☐ Carers ☐ Migrant Status ☐ Single Parents ☐ Families ☐ Other (including Human Rights), please state: Policy is inclusive of all individual needs				
6. Have you consulted on the potential impacts of the policy/proposal? (this could be internally with other staff, or externally with customers, focus groups etc) ☐ Yes ☒ No If yes, provide further details, of who was consulted:				
7. Describe the likely positive or negative impact(s) the policy/proposal could have on the groups identified in part 4 & 5.	**Positive impact(s)**	**Negative impact(s)**		
8. What actions are required to address / mitigate the impacts arising from this assessment? *(This might include; collecting additional data, putting monitoring in place, specific actions to mitigate negative impacts).*	Keep employees informed of the policy			
Decision / Outcome (Pending Committee Approval	☐ Approved, no changes required (no impact) ☒ Approved after changes made ☐ Approved with no changes (despite impact) ☐ Stop the Policy. Proposal			

Signed: __ Job title: _Deputy CEO_____

Date the Equality Impact Assessment was completed: __24.11.25_____