**Appendix 4**

**MODEL LETTER – UNSUCCESSFUL OUTCOME DURING OR AT THE END OF TREATMENT/SUPPORT PROGAMME**

*The following letter is not appropriate where the employee is deemed unsuitable to remain in / return to their substantive post. In such cases, HR advice should be taken in relation to seeking suitable alternative work or giving consideration to moving the matter to a capability hearing.*

Dear

**Managing Substance Misuse Policy (Management Referral) – Unsuccessful Outcome of Treatment / Support Programme**

I refer to the programme of treatment/support which you undertook under the Managing Substance Misuse policy and procedure as set out in the Treatment/Support Agreement signed by you and (manager name and title) on (date).

At our meeting on (date) in the presence of (name and title of those present) your case was discussed and the latest report from occupational health was reviewed. You were informed that it has been determined that you have failed to comply fully with your treatment/support programme and/or have been unsuccessful in addressing your alcohol/substance misuse problem\* with your work performance/attendance record\* remaining a management concern. You were given the opportunity to put forward any comments or provide any information that you wished me to take into consideration in my decision on the way forward.

I am now writing to confirm to you my decision as follows.

*Either:*

On the basis of the information that you provided at the meeting, I have decided to extend the time period for you to comply with the treatment/support programme. This will be reviewed in ?? weeks. If you continue to fail to comply fully with your treatment/support programme and/or are unsuccessful in addressing your alcohol/substance misuse problem\* at that time, you will no longer be considered under the Managing Substance Misuse Policy and Procedure and consideration will be given to invoking the appropriate Council policy to address your performance / attendance / behaviour\* or to progress the matter to a capability hearing.

*Or*

On the basis of the information that you provided at the meeting, I have decided that you will no longer be considered under the Managing Substance Misuse Policy and Procedure and the concerns regarding your performance / attendance / behaviour\* will now be considered under the appropriate Council policy.

Yours sincerely

\* Delete as appropriate.