



Staff Handbook

A Guide to Working with
The Breastfeeding Network

Introduction from the Board of Directors

As a charity, the BfN has grown considerably in the last few years and it continues to grow from strength to strength, with over 160 paid staff and around 800 volunteers. Whether you are new to working for the BfN or have been employed for some time, we hope that you encounter a supportive, flexible and stimulating working environment.

At the BfN our commitment to developing and supporting the people connected with our charity is an integral part of our Strategic Approach. Our commitment is outlined as follows:

- The needs of breastfeeding mothers and babies are at the heart of everything we do
- We want to reach out to extend our Network up and down the country to breastfeeding mothers, their support networks and the professionals involved in their care
- BfN is the people who make it up, and we want to reflect the families we support by recruiting widely from a diversity of backgrounds
- We are committed to supporting and continuously developing our volunteers and staff in the work they do for BfN
- We take care to nurture the leaders in our organisation to ensure its growth for the future

As an employer, we are committed to building and maintaining a culture of trust, fairness and clarity. We welcome your views on how we can improve your experience of working for the BfN. Please feel free to contact Kathryn Phillips, HR Director or Sam Hobbs, HR Customer Service Advisor with your suggestions.

The BfN Staff Handbook sets out everything you need to know about working for the BfN. As the BfN grows and develops we will expand and update this Handbook.

We hope you will take some time to look through it. It is designed to be a reference guide, so don't feel you have to read all of it in one sitting. Keep it in a safe place, for reference when you need it.

If you have any questions, please ask your manager or contact the HR Team directly (see Useful Contacts, page 6).

July 2011

BfN Staff Handbook

Contents

If you are using an electronic version of this handbook you can click on the headings below to take you directly to the relevant section.

[Introduction from the Board of Directors](#) 1

[How to get the most from this handbook](#) 4

[About The Breastfeeding Network](#) 4

[Charity Structure](#) 5

[Useful Contacts](#) 6

[Starting Work with The Breastfeeding Network](#) 7

[CRB, references, induction, home working, probationary period, contract](#)

[Payment Information](#) 9

[Discrepancies, tax, out-of-pocket expenses](#)

[Equality and Diversity](#) 10

[Unions and Professional Representation](#) 10

[Attendance](#) 11

[Punctuality, sickness absence, sick pay](#)

[Time Away From Work](#) 13

[Flexible working, parental leave, time off for dependants, maternity leave, paternity leave, adoption leave, fertility treatment, gender reassignment, compassionate leave, jury service, witness in court, religious holiday](#)

[Conditions and Benefits](#) 19

[Hours of work, rest breaks, holiday, pension scheme](#)

[Recruitment](#) 22

[Your Development](#) 22

[Disciplinary and Grievance](#) 23

[Data Protection](#) 24

[BfN Code of Conduct and Guidance Document](#) 24

[Bullying and Harassment](#) 24

[Health and Safety](#) 26

[Leaving Employment](#) 26

[Redundancy](#) 28

[Whistleblowing](#) 28

BfN Staff Handbook

Appendices

If you are using an electronic version of this handbook you can click on the headings below to take you directly to the relevant appendix.

[Appendix 1 – Staff Personal Details Form](#)

[Appendix 2 – Homeworking Self Assessment Form](#)

[Appendix 3 – Equality and Diversity Policy](#)

[Appendix 4 – Self-Certification Form](#)

[Appendix 5 – Flexible Working Policy](#)

[Appendix 6 – Maternity Policy](#)

[Appendix 7 – Recruitment and Selection Policy](#)

[Appendix 8 – One to One Guidance Document](#)

[Appendix 9 – One to One Record Form](#)

[Appendix 10 – Appraisal Guidance Document](#)

[Appendix 11 – Annual Appraisal Form](#)

[Appendix 12 – CDP Record Template](#)

[Appendix 13 – Disciplinary and Grievance Procedure](#)

[Appendix 14 – Whistleblowing Policy](#)

How to get the most from this handbook

This handbook is non-contractual other than those sections that are explicitly referred to in your contract, which will be contractual. If there is any conflict between what your contract says and what this handbook says, your contract will prevail.

This handbook has been produced for all paid workers of The Breastfeeding Network (BfN).

If you need a copy of this handbook in a different format such as large print or dyslexia friendly text, please speak to your manager who will arrange this for you.

If you have any questions about the content of this handbook, please speak to your manager.

This handbook contains a contact list which will be useful if your manager is unable to provide the information you need.

This document is for use within The Breastfeeding Network only.

About The Breastfeeding Network

The Breastfeeding Network (BfN) is a UK wide Registered Charity, which aims to be an independent source of support and information for breastfeeding women and those involved in their care. We have over 800 volunteers who help to provide the following:

- The BfN Supporterline – a telephone helpline on 0300 100 0210 lines are open 9.30am until 9.30pm every day of the year. Callers are connected to their nearest available BfN Registered Breastfeeding Supporter.
- The National Breastfeeding Helpline on 0300 100 0212; working in conjunction with the Association of Breastfeeding Mothers (ABM).
- The Drugs in Breastmilk helpline - we provide information and support via a helpline and by email, on medications in mother's milk. This service is used widely by BfN volunteers, volunteers from the other breastfeeding organisations, health professionals and breastfeeding mothers.
- Supporterline in Bengali /Sylheti – on 0300 456 2421.
- Training courses, with Open College Network accreditation, for mothers and health professionals.
- Information leaflets and materials; aimed at both mothers and health professionals.
- BfN Registered Breastfeeding Helpers (Peer Supporters) are working with

BfN Staff Handbook

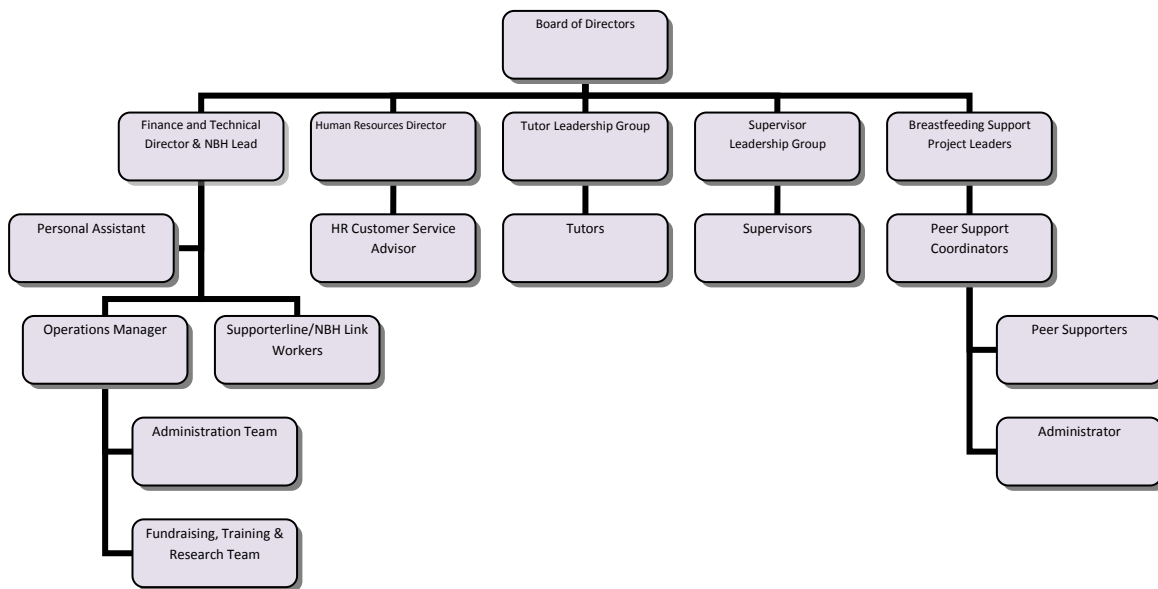
breastfeeding women, in a variety of settings such as helping in one of the breastfeeding drop-in centres and/or visiting hospital post-natal wards as well as doing some home-visiting.

The Breastfeeding Network is a recognised Scottish Charity (SC027007) and a Company Limited by Guarantee Registered in Scotland Company No. 330639

Our principles

We do not accept funding (including sponsorship and other gifts) from sources which have a commercial interest in infant feeding. For example, we will not accept sponsorship from manufacturers or distributors of breast milk substitutes, feeding bottles, teats or dummies. This helps us to avoid any conflicts of interest.

Charity Structure



Useful Contacts

Name	Role & responsibilities	Contact details
Mary Broadfoot	Company Secretary and Technical & Finance Director, NBH Lead, payroll, expenses, invoices	mary.broadfoot@breastfeedingnetwork.org.uk
Phyll Buchanan	Research, governance, training, policy development, fundraising	phyll.buchanan@breastfeedingnetwork.org.uk
Isabel Evans	Admin Assistant, registration and de-registration of volunteers, training enquiries, TLG minutes	isabel.evans@breastfeedingnetwork.org.uk
Judith Fryer	Media Relations press releases, TV & radio enquiries, media training	judith.fryer@breastfeedingnetwork.org.uk
Alison Garrod	PA/Events Coordinator events organisation, admin support to directors	alison.garrod@breastfeedingnetwork.org.uk
Pauline Grady	Lead CRB countersignatory for the BfN, Is notified of all processed CRBs	pauline.grady@breastfeedingnetwork.org.uk
Lorna Hartwell	Research, governance, training, policy development, fundraising	lorna.hartwell@breastfeedingnetwork.org.uk
Sam Hobbs	Human Resources Customer Service Advisor employment-related enquiries, contracts, recruitment, HR policy development, trainee Helper references	sam.hobbs@breastfeedingnetwork.org.uk tel: 020 7278 6631
Isabella Hunter	Admin Assistant calls to Admin Line, training enquiries, stationery supplies, extracts data from Call Record Forms, sends our Supporterfiles and Certificates to new qualifiers	isabella.hunter@breastfeedingnetwork.org.uk
Carolanne Lamont	Newsletter Editor	newsletter@breastfeedingnetwork.org.uk
Kate Meads	Fundraising, Training & Commissioning Coordinator Oversees registration and de-registration of volunteers, training enquiries, liaising with purchasers of peer support programmes, fundraising, ID badges, annual returns for Supporters	kate.meads@breastfeedingnetwork.org.uk
Kathryn Phillips	Human Resources Director All aspects of HR including employment and volunteer support	kathryn.phillips@breastfeedingnetwork.org.uk tel: 0845 3264595
Kate Russon	Admin Assistant Emails to BfN website, website changes to breastfeeding centres, BfN listings & updates	kate.russon@breastfeedingnetwork.org.uk
Sarah Saunby	Operations Manager Manages Operations (Admin) Team, fundraising, policy development, risk assessment	sarah.saunby@breastfeedingnetwork.org.uk
Melanie Woodward	Resources Coordinator Deals with orders for leaflets and other products. Issues 'Helper's Folders' to Tutors	melanie.woodward@breastfeedingnetwork.org.uk

If you need to contact any of the above team by telephone please ring the central administration line on 0844 412 0995 and ask for a message to be passed on so you can be called back.

BfN Staff Handbook

Directors

The Directors (Trustees) of the BfN are Marianne Monie (Chair of Directors), Phyll Buchanan, Zoe Chadderton, Anabel Hands, Elaine Parsons, Zoe Walsh and Sukie Woodhouse.

Our Directors are not paid for their time, the work they do is on a voluntary basis

They can be contacted collectively at directors@breastfeedingnetwork.org.uk

Starting work with The Breastfeeding Network

If you have just started work with the BfN, we hope you will soon begin to feel part of the team you work with. We work in an open and honest environment so if you have any questions or problems, please speak to your manager.

Eligibility to work in the UK

Before you start work we will need you to provide an original document which proves you are eligible to work in the UK. We will take a photocopy of this document and store it in a secure file. The original document will be returned to you immediately after it has been copied.

Personal details

If you accept a job offer we will give you a Staff Personal Details Form to complete (see Appendix 1). You will need to provide your contact details, bank or building society details, National Insurance Number and a P45 if you have one.

These details are needed so that you can be paid.

CRB checks

If you are new to The Breastfeeding Network, we will ask you to undergo an enhanced Criminal Records Bureau Check. Your employment will be confirmed only on receipt of a satisfactory CRB check.

If your new job role requires you to come into direct contact with users of BfN services or children, you will only be able to start work on receipt of a satisfactory CRB check.

If you are already a volunteer or paid worker for the BfN we will check that your CRB check is up to date before confirming your employment.

References

On your application form you will have been asked to provide the contact details of 2 referees. When you accept a job offer we will contact your referees. Your employment offer will be confirmed on receipt of satisfactory references. If we have a

BfN Staff Handbook

satisfactory CRB check, you will be able to start work before the references have been obtained.

Expectations

During the application process, you will have received a copy of your Job Description. Your manager will explain your responsibilities and answer any questions you may have in more detail.

Induction

As part of your induction, you will be introduced to the rest of the team, provided with any necessary training to start your job and briefed on any procedures which affect your job role.

Your manager will explain your working hours. Please feel free to ask any questions you may have and raise any concerns during your first few days at work. If your manager is unable to answer your questions they will be able to speak to the HR Team.

Home working

Many people carry out work for The Breastfeeding Network from their own homes. Home working offers flexibility to employees and allows them to balance their work commitments with the demands of family life.

If you carry out all or some of your work for The Breastfeeding Network from home, you will be asked to carry out a self-assessment to ensure that your working environment is safe, that you have all the tools necessary to carry out your role effectively and that you are fully supported by regular communication with your colleagues and line manager.

The Home working Self-assessment Form is in Appendix 2 of this handbook. Please complete it and send it to your line manager, who will arrange to discuss any points raised on the form.

(Please refer also to the BfN Health and Safety Policy which can be downloaded from the BfN website.)

Probationary period

The first 6 months of your employment form a probationary period, during which your manager will provide training and support to help you achieve the required standards. Your manager will monitor your performance and conduct. If you are meeting the required standards, your continued employment will be confirmed at the end of this six-month period. However, if your performance and conduct do not meet the standards, your employment can be terminated at any point during this probationary period on one week's notice. Equally, if you decide during this period

BfN Staff Handbook

that you do not want to continue working for The Breastfeeding Network, you must give one week's notice.

In certain circumstances, the probationary period may be extended, for example, if you have been absent due to sickness. Your manager will let you know if this is the case, explain the reason and the length of the extension.

Contract

You will be issued a contract with The Breastfeeding Network within 2 months of starting work. This contract outlines the basic terms and conditions. Your contract will usually be issued by email and you will be asked to acknowledge receipt, understanding and acceptance of the terms and conditions by email.

Please store a copy of your contract in a safe place for future reference.

Payment Information

It is our aim to make sure that you are paid accurately and on time when you work for The Breastfeeding Network.

If you have a fixed term or permanent contract, you will be paid your salary on or before the 20th of each month directly into your bank or building society account. The pay you receive will cover the period from the first day to the last day of the calendar month in which the payment is made. Therefore your monthly pay will be approximately 3 weeks in arrears and approximately 10 days in advance.

If you have a zero hours contract, you will be paid on or before the 20th of the month for any work which has been completed and reported to payroll in the previous month.

If you have a zero hours contract, or you manage a team of zero hours contract holders, it is important that you report the hours that yourself or the team have worked to payroll each month. Large back-payments for several months work can result in you paying a higher amount of National Insurance which may not be recoverable.

Pay discrepancies

We are committed to paying you accurately and on time. However, if you believe you have been underpaid, please speak to your manager immediately and she will arrange for the error to be corrected as quickly as possible. If you, or we find that you have been overpaid, the BfN has the right to deduct the amount from your pay. Your manager will agree with you the best way for this to be paid back. Normally the amount overpaid will be reclaimed from the following month's pay. However, if this is

BfN Staff Handbook

going to cause a problem for you, alternative arrangements can be made dependent on circumstances.

Income tax

If you have any queries about your tax you should contact Her Majesty's Revenue and Customs (HMRC) directly. The following link is to the contact numbers page of the HMRC website:

<http://search2.hmrc.gov.uk/kbroker/hmrc/contactus/start.jsp>

It is your responsibility to let HMRC know if there are any changes to your personal circumstances or your work-related benefits. It is also important that you complete any tax returns sent to you as these may affect your personal tax coding.

At the end of each tax year, we will send you a statement (P60) which will show the total amount of pay you have received during the year, and the total tax deductions (and pension deductions if applicable). You will need to keep this form for reference purposes.

Out of pocket expenses

If you incur any out-of-pocket expenses, such as those for travel or accommodation, these will be reimbursed with the approval of your manager subject to provision of valid receipts and your compliance with the BfN Expenses Policy. Please speak to your manager for further details on how to claim expenses.

Equality and Diversity

At The Breastfeeding Network we are committed to providing everyone who works and volunteers for us with an equal chance to achieve their goals, to access support and training and to voice their opinions. We also work proactively to ensure that the services we provide are accessible to all.

The BfN Equality and Diversity Policy is located in Appendix 3.

Unions and Professional Representation

We support and encourage staff members to join a union or other body offering professional representation. There are no collective agreements which affect this employment.

Attendance

Many employees of The Breastfeeding Network work flexibly and manage their own timetables. If you work from home you will be given a timesheet on which to keep a record of your working hours. This must be kept up to date. You may be asked to show this to your manager from time to time.

Punctuality

Whatever your job role, there are times when you will be expected to arrive at a specific location, ready for work at a specific time. This might include a face to face meeting or a telephone conference. If you work in a hospital or a Children's Centre, it is likely that you will be required to arrive for every shift at a specific time.

If you are late this has a negative impact on the service we provide and on the morale of the rest of the team. There are some unavoidable exceptional circumstances when you may be late. However, if you are repeatedly late for work, your manager will arrange a meeting with you to discuss the reasons for your lateness and to agree a plan to achieve an improvement.

Further lateness may result in disciplinary action.

Sickness absence

If you are too ill to come to work, you must let your manager know as soon as possible but no later than 9.30am on the first day of absence so that cover for your absence can be arranged.

Your manager will need to know the reason for your absence and how long you are likely to be away from work. Where possible, every effort should be made to speak directly to your manager to ensure that they have accurate information and so that a mutually convenient time can be arranged for you to update your manager again if you are unlikely to return to work after one day of absence.

If, in extreme circumstances you cannot do so, for example, hospitalisation, you must arrange for someone else to contact your manager.

Statement of Fitness for Work

If you are sick for more than 7 consecutive days (including days on which you are not scheduled to work) you will be asked to provide a Statement of Fitness for Work from your doctor.

Disability related absence

If you consider yourself to have a disability, we hope you will feel able to let your manager know so that if you have any additional requirements, everything possible can be done to make sure you are comfortable and able to carry out your job.

BfN Staff Handbook

If you are absent from work for any reason relating to your disability, it is important that you specify this when you return to work.

Long term sickness absence

If you are off sick for a long time, i.e. more than four weeks, we ask that you keep in regular contact with your manager, to let us know how you are. We may ask you to give us permission to contact your doctor for a full medical report. This will help us to understand how long you are likely to be away from work and how best we can support you when you are ready to return to work.

It may be that we arrange a rehabilitation programme for you so that you can gradually return to work at a pace that suits your health needs. We may be able to make adjustments to your job role, hours of work or working environment. We will discuss possible arrangements with you fully when you are ready to return to work.

Unfortunately, there may be cases where we are not able to make adjustments to enable you to come back to work, and where this is the case, this could result in termination of your contract. Should this be the case, your manager will fully consult with you at every stage and provide all the necessary information.

Returning to work

When you return to work after a period of absence, your manager will arrange to have a meeting with you to discuss your absence and to see if you require any assistance or adjustments to your work. Your manager will ask you to complete a self-certification form (see Appendix 4) confirming the reason and length of your absence.

Sick pay

Employees with a permanent or fixed term contract of employment may be entitled to a maximum of 10 days of contractual sick pay (pro rata for part time employees and equivalent to your full pay) when absent due to sickness in any period of 12 consecutive months. Any such payment is inclusive of any Statutory Sick Pay entitlement.

Workers with a zero hours contract are not entitled to contractual sick pay but may be entitled Statutory Sick Pay (see below).

It is important to note that the payment of contractual sick pay is not an automatic entitlement and will only be paid if you have followed the correct procedures for notifying your manager of your absence and providing the correct certification.

Statutory Sick Pay

If you are not entitled to receive contractual sick pay you may still qualify for Statutory Sick Pay (SSP). To qualify for SSP you must follow the rules for notification of absence and certification. Your entitlement to SSP will be determined by a set of

BfN Staff Handbook

Government rules. If you have any questions about SSP, please speak to your manager who will contact Payroll on your behalf.

Further information about SSP can be found on HMRC website at www.hmrc.gov.uk

Sickness whilst on holiday/annual leave

If you become ill on or before your planned holiday leave, this holiday can be rearranged if you notify your manager and provide a Statement of Fitness for Work from a doctor.

If you are unable to take all of your holiday entitlement during the set holiday year due to illness you may be allowed to carry some or all of it over to the following year.

Absence without contact

If you are going to be absent for any reason, please let your manager know, following the procedures outlined earlier. If you do not contact your manager, she will try to contact you by phone to establish the reason for your absence. If she cannot contact you by phone, she will write to you asking you to make contact immediately. If you do not contact your manager within 3 days, you will receive another letter which asks you to attend a meeting to establish the reason for your absence without contact. If you do not respond to this letter and do not attend the meeting, your manager will write to you again inviting you to attend a disciplinary hearing. If you do not reply and do not attend the meeting, a decision regarding your future employment may be taken in your absence.

Time Away From Work

At The Breastfeeding Network it is clear that most of us have many other commitments and interests in addition to our work for this organisation.

Whatever your situation we will endeavour to accommodate your needs and help you achieve a good work/life balance. The policies below should provide you with the all the necessary information. If you have any questions, please speak to your manager.

Flexible working

The BfN Flexible Working Policy is located in Appendix 5.

Parental leave

If you have more than 1 year's service you are entitled to take unpaid parental leave of up to 13 weeks for each child born or adopted. The leave can start once the child is born or placed for adoption with you, or as soon as you have completed 1 year's service, whichever is later. It may be taken at any time up to the child's 5th birthday

BfN Staff Handbook

(or until 5 years after the placement in the case of adoption). Parents of disabled children can take 18 weeks up to the child's 18th birthday. You can take up to four weeks parental leave each year.

You will remain employed while on parental leave and some terms of your contract, such as contractual notice and redundancy terms, still apply. Where leave is taken for a period of four weeks or less, you are entitled to go back to the same job. Where leave is taken for more than four weeks, you have the right to return to the same job as before or, if that is not practicable, a similar job with the same or better status and terms and conditions.

Notification

If you would like to take parental leave, you must give your manager at least 21 days notice, providing the dates on which you would like the leave to start and end.

Your manager will not unreasonably refuse permission, but in some cases, due to organisational demands, it may be necessary to postpone the leave to a later date.

Your manager may postpone parental leave for up to a period of 6 months, if there are valid organisational reasons for doing so and unless the leave is to take place immediately after a child is born or has been placed for adoption.

If your leave is postponed, your manager will consult with you about a new date and confirm the new arrangement in writing within 7 days of receiving your request.

Notification for parental leave immediately after childbirth or placement for adoption

If you want to take parental leave immediately after the birth of a child, you must give 21 days' notice before the beginning of the expected week of childbirth.

If you want to take parental leave immediately after the placement for adoption of a child, you must give you 21 days' notice of the expected week of placement. In rare cases where this is not possible, an adoptive parent should give notice as soon as is reasonably practicable.

As long as you give the right notice, your parental leave will start on the day on which the child is:

- born - regardless of whether the child is born early or late
- placed for adoption

In these cases your manager cannot require the leave to be deferred.

BfN Staff Handbook

Time off for dependants

If you find you are faced with an unforeseen emergency involving a dependant you are entitled to a reasonable amount of unpaid time off to deal with the situation.

A dependant is a spouse, civil partner, partner, child or parent, or a person who lives with you but not as a lodger. A dependant could also be someone else who reasonably relies on you for care, e.g. an elderly neighbour.

You can take leave when a dependant:

- falls ill, or is injured or assaulted - including mental illness or injury, e.g. emotional distress
- goes into labour

You can also take leave when they need to:

- make longer-term care arrangements for a dependant who is ill or injured
- arrange or attend a dependant's funeral
- deal with an unexpected problem in care arrangements, e.g. if a childminder is unexpectedly unavailable
- deal with an incident involving a child during school hours, e.g. suspension from school

How much time off can I take?

The right is to reasonable time off. This amount of time isn't fixed - it should simply allow you to deal with the immediate problem and put any other necessary care arrangements in place.

For example, you would not normally be able to take two weeks off to care for a sick child, but you could take one or two days to take the child to the doctor and arrange for someone else to look after him or her.

Procedure

If you need to take time off to deal with an emergency involving a dependant, firstly speak to your manager as soon as you become aware of the problem. Tell her the reason why you need time off and how long you expect to be away from work. In most situations the time off will be unpaid. You may be able to arrange to take holiday or lieu time that you have accumulated. It may also be possible to amend your rota for that week.

Maternity leave

The BfN Maternity Policy is located in Appendix 6.

BfN Staff Handbook

Paternity leave

If you are a father to be or will share the responsibility with a partner for bringing up a child, you may have the right to Statutory Paternity Leave and Pay. This includes adoptive parents (where the other parent takes adoption leave) and female civil partners.

To qualify, you will have worked continuously for your employer for 26 weeks ending with the 15th week before the baby is due, or the end of the week in which the child's adopter is notified of being matched with the child.

Paternity leave is available to you if you:

- have or expect to have responsibility for the child's upbringing
- are the biological father of the child or the mother's husband or partner and have worked continuously for The Breastfeeding Network for 26 weeks ending with the 15th week before the baby is due or the end of the week in which the child's adopter is notified of being matched with the child.

If you are eligible you can choose to take either one week or two consecutive weeks' paid paternity leave (not odd days).

You will need to take your paternity leave within 56 days of the actual date of birth of the child, or if the child is born early, within the period from the actual date of birth up to 56 days after the first day of the week in which the birth was expected.

Additional paternity leave and pay

Additional paternity leave allows employee's who are eligible to take up to 26 weeks leave to care for their new baby.

Additional paternity leave and pay may be available if:

you are the father of a child due on or after 3 April 2011

- your wife, partner or civil partner is pregnant and due to give birth to a child on or after 3 April 2011
- you and your partner receive notification that you are matched with a child for adoption on or after 3 April 2011
- your wife, partner or civil partner is adopting a child from overseas and the child enters Great Britain on or after 3 April 2011
- the child's mother is entitled to statutory maternity leave, maternity pay or allowance or statutory adoption leave or pay.

BfN Staff Handbook

Additional paternity leave is for a maximum of 26 weeks. Leave can be taken any time from 20 weeks after the child is born, but it must have finished by the child's first birthday. In the case of adoption it can start anytime between 20 weeks and 52 weeks after the child starts living with the adopter.

To qualify for additional paternity leave and pay employers must receive notice in writing at least eight weeks before the start of the leave. This must include:

- the expected date of the baby's birth or date of notified of being matched for adoption
- the actual date of baby's birth, or placement of adoption
- the start date of the Additional Paternity leave and pay
- relationship to the mother, and leave is taken to care for the child.

For Additional Paternity leave to be taken the child's mother or adopter must have returned to work. Periods of annual leave, sick leave or parental leave which directly follows maternity or adoption leave will not count as a return to work.

Adoption leave

The Breastfeeding Network entitlements to adoption leave and pay are in line with the current statutory requirements.

Further guidance on adoption leave can be obtained from the HR Team or in the Business Link Guide to Adoption Leave by following the link below:

<http://www.businesslink.gov.uk/bdotg/action/layer?topicId=1080898275>

If you are going to adopt a child please speak to your manager.

Fertility treatment

We recognise that if you or your partner is having fertility treatment, you may require time off for consultations and tests, sometimes at short notice. We do ask that you arrange appointments in your own time if this is at all possible. However, where this is not feasible, please give your manager as much notice as possible of your request for time off.

This time off will be unpaid. However, if you are having actual treatment rather than consultations and tests, and therefore need subsequent rest periods, this will be treated as sickness absence.

Gender reassignment

If you propose to undergo, are undergoing or have undergone gender reassignment you may need to take time off work. We hope that you will feel able to discuss your

BfN Staff Handbook

needs with your manager. If you require time off for consultations, tests, treatments or surgery as part your gender reassignment please talk to your manager. We will support you by helping you to make the best use of your paid and unpaid leave entitlements.

Compassionate leave

If you need to take compassionate leave due to a bereavement, to attend or arrange a funeral, or to deal with a traumatic event, please speak to your manager who will agree with you the length of this leave and whether it will be paid or unpaid.

Bad weather/transport emergencies

If you cannot get to work because of travel problems caused by bad weather or transport emergencies, you must notify your manager as soon as possible. Your manager may be able to provide you with some work to do at home or you may be able to work the hours on another day. Time off due to bad weather or transport emergencies will usually be unpaid.

If your job requires you to travel between different work locations during the working day, e.g. when carrying out home visits, you will be paid for any time you are delayed when travelling between BfN work locations due to bad weather or transport problems.

Community activities

We are keen to support and encourage you if you are involved in community activities or public duties. If you need time away from work to fulfil these duties, e.g. as a school governor, your manager will agree with you a realistic time for this absence that will be unpaid. It may be possible for you to use some of your holiday entitlement to fulfil these duties.

Jury Service

If you are called to Jury service, please let your manager know the details immediately. When you receive notification of Jury service you will also receive a Certificate of Loss of Earnings, which should be filled in by your manager. Time off for Jury Service is unpaid. However, when you have finished your service, you will receive payment from the court for the hours and days you were due to be at work. If your loss of earnings is greater than the payment you receive from the court, please speak to your manager who will contact the HR Team on your behalf.

Any deductions from your salary resulting from time off for Jury Service will be made at least one month after your Jury Service to ensure that you have received the court's payment before the salary deduction is made.

BfN Staff Handbook

Witness in court

If you are called to be a witness in court, please show your manager the witness warning letter immediately.

Time off to be a witness in court is unpaid. However, you can claim a witness allowance for loss of earnings. If your loss of earnings is greater than the allowance payment you receive from the court, please speak to your manager who will contact the HR Team on your behalf.

Any deductions from your salary resulting from time off for being a witness in court will be made at least one month after the court appearance to ensure that you have received the court's payment before the salary deduction is made.

Religious holidays

We respect the fact that you may wish to request time off for religious festivals or to mark other religious events. Your manager will make every effort to agree to such requests for time off which can be taken as part of your normal holiday entitlement. It may also be possible for you to change your scheduled day off, make up lost hours at another time or use lieu time that you may have accumulated. This should be discussed with your manager.

Conditions and benefits

Hours of work

When you start work, your manager will agree your hours of work with you and these will be confirmed in your contract.

If you work full time, your contracted hours will be 37.5 hours per week.

Breaks/rest periods

If your shift lasts for more than 6 hours you are entitled to take a rest break of at least 20 minutes. This break is unpaid. When you start work your manager will discuss with you the most appropriate time for you to take a break.

There are many reasons why at some or all times during your employment you need to take longer and/or more frequent breaks than other colleagues. For example, if you have a medical need or if you are breastfeeding. Please speak to your manager if this is the case.

There should be at least 11 hours between the end of one shift and the start of the next shift.

BfN Staff Handbook

Your manager should ensure that you work no more than 6 days out of every 7 days and no more than 12 days out of every 14 days.

Workers under the age of 18

If you are aged 16 or 17 you are entitled to an unpaid rest break of at least 30 minutes if you work more than 4 and a half hours. You must work no more than 8 hours per day and 40 hours per week. You must have at least 12 hours' rest between shifts and at least 2 consecutive days off every week.

Holiday entitlement

At The Breastfeeding Network, the holiday year runs from 1st April to 31st March. If you work full time your holiday entitlement is 5.6 weeks per year including public holidays. This is equivalent to a total of 210 hours per year.

If you are contracted to work less than 37.5 hours per week, your annual holiday will be calculated on a pro rata basis.

Annual holiday entitlement can be calculated as follows:

$$\frac{\text{No. of contracted hours per week}}{37.5 \text{ hours per week}} \times 210 \text{ hours} = \text{your annual holiday entitlement in hours}$$

For example, if you were contracted to work 15 hours per week your annual holiday entitlement would be calculated as follows:

$$\frac{15 \text{ hours}}{37.5 \text{ hours}} \times 210 \text{ hours} = 84 \text{ hours annual holiday entitlement}$$

If you join part way through the holiday year, you will be entitled to a proportion of the total annual entitlement, based on completed weeks of service in that holiday year.

For example, if you start work on 15th May and you are contracted to work 15 hours per week your holiday entitlement from your start date to 31st March the following year would be calculated as follows:

$$\frac{84 \text{ hours}}{52 \text{ weeks}} = 1.6 \text{ hours entitlement per week}$$

1.6 hours x (no. of weeks to be worked between start date and 31st March, in this case it is 46 weeks) = 74 hours holiday (rounded up to the nearest half hour).

BfN Staff Handbook

If you leave before the end of the holiday year your holiday entitlement will need to be recalculated. Any holiday you have accrued which has not been taken when you leave will be paid to you in your final pay.

If you have taken more holiday entitlement than you have accrued when you leave employment, this will be deducted from your final pay.

If your contracted hours change part way through a year, your holiday entitlement will need to be recalculated to reflect any changes.

Holiday entitlement for those on zero hours contracts

It can be difficult to calculate and keep accurate records of holiday entitlement for workers whose hours vary from month to month. Therefore we pay 'rolled up holiday pay' to sessional workers who have a zero hours contract with the BfN. This means that they receive their entitlement to paid holiday as and when they earn it.

'Rolled up holiday pay' is an additional 12.07% which is paid on top of the basic hourly rate. It is subject to tax and national insurance.

Payments of 'rolled up holiday pay' will be clearly itemised on your payslip.

Booking holidays

Your manager will make every effort to accommodate your holiday plans. However, this must always be subject to the needs of the organisation.

Your manager will need to make sure there are enough people available to maintain a good level of service, so it is important your manager agrees your holiday before you make any firm commitments. You must give your manager at least four weeks' notice that you wish to take annual leave and this must be agreed in writing with your manager.

At busy times such as school holidays, it may not be possible for every team member who requests holiday to take it at once. In such cases the manager will need to determine a fair way of deciding which requests can be accommodated at any one time.

There may be circumstances when you need to take holiday at short notice (i.e. at less than 4 week's notice). If this is the case, speak to your manager who will try to accommodate your needs where possible.

Carrying over holiday to the next year

You may carry over a maximum of 1 weeks' holiday (pro rata for part time employees) from one holiday year to the next holiday year.

BfN Staff Handbook

Pension scheme

If you wish to join a designated stakeholder pension scheme, please contact your manager who will provide you with full details.

Our current stakeholder pension is the AEGON Scottish Equitable scheme.

The Breastfeeding Network does not make any contributions to the stakeholder scheme.

Recruitment

At the BfN we are committed to maintaining a fair and open recruitment and selection process. We welcome applications from all, and we are keen to examine different ways of removing barriers to applicants who wish to work for the BfN.

All vacancies and new posts within the BfN will be advertised on the BfN website and via other internal channels as appropriate.

If you currently work within the BfN you are welcome to apply for any advertised position. In some cases it may be possible for an individual to hold more than one part time position within the BfN.

If you require more information about the BfN Recruitment and Selection Policy, please refer to Appendix 7.

Your Development

We are keen for staff members to develop to their full potential within their role and we will provide opportunities for learning and development both within the organisation and externally. We run a mandatory training programme for anyone who hasn't completed a training course with BfN previously.

One to one discussions

In order to enable you to perform your job to the best of your ability, your manager will hold one to one meetings with you periodically to discuss your progress and any support you require. The One to One Guidance Document in Appendix 8 outlines what should be covered in the meetings and the 121 Record Form in Appendix 10 should be used to record the content of the discussion.

BfN Staff Handbook

Annual Performance Appraisals

Once a year you will have a performance appraisal with your manager. This is an opportunity for you to spend dedicated time with your manager, reflecting on your job performance throughout the year, celebrating your achievements and planning your work and development for the coming year.

The more thoroughly you prepare for this meeting, the more you will benefit from it.

The Appraisal Guidance Document in Appendix 10 provides information about how the appraisal should be conducted. The BfN Annual Appraisal Form in Appendix 11 should be used to plan for and record the content of the appraisal.

Continuing Professional Development

During one to one meetings and performance appraisals you will have the opportunity to discuss your training and development needs and to plan how to meet these needs.

This may include participating in a training course or BfN Training day, reading, work-shadowing or receiving one to one training from another colleague. Whatever method of development you choose, it is good practice to keep a record of what you have learned and how it has helped you.

See Appendix 12 for a copy of the BfN CDP Record Template.

Disciplinary and Grievance

There may be occasions when you are unhappy with an aspect of your working conditions. The BfN Grievance procedure is designed to help you raise your concerns in a structured way and to ensure that your grievance is dealt with fairly and promptly.

It is the BfN's duty as an employer to investigate cases of misconduct thoroughly and to give them full consideration before deciding what course of action to take. The process to be followed is set out in the BfN Disciplinary Procedure.

Please refer to Appendix 13 for full details on the BfN Disciplinary and Grievance Procedure.

Data Protection

Personal employee information

The BfN fulfils its obligations under the Data Protection Act of 1998, which regulates the way in which personal information is held, accessed and utilised. It is our policy to gather and then keep relevant information about each employee for purposes connected with employment, including recruitment and termination of employment. The BfN may also hold information on an individual's health or previous convictions, disclosure of which will only occur when strictly necessary. Should you wish to have access to information held about you by the BfN, you must put your request in writing to your manager.

Confidentiality

Given the nature of the work undertaken by the BfN, it is likely that you will have access to confidential information. You must keep that information confidential both during your employment and afterwards.

BfN Code of Conduct and Guidance Document

All staff members are expected to work to the best of their ability in order to fulfil the objectives of the BfN. This includes following the decisions and policies which the Breastfeeding Network, in particular working within the scope of the Breastfeeding Network Guidance Document and to the principles of the Breastfeeding Network Code of Conduct, which our volunteers are expected to sign.

The Code of Conduct and Guidance Document can be accessed on the Breastfeeding Network website by following the link below.

<http://www.breastfeedingnetwork.org.uk/governance.html>

Bullying and Harassment

The Breastfeeding Network is committed to ensuring that all employees, volunteers and service users are protected from any form of bullying and harassment.

Bullying

Bullying may be characterised as offensive, intimidating, malicious or insulting behaviour, an abuse or misuse of power through means intended to undermine, humiliate, denigrate or injure the recipient. Bullying or harassment may be by an individual against an individual (perhaps by someone in a position of authority such

BfN Staff Handbook

as a manager or supervisor) or involve groups of people. It may be obvious or it may be insidious. Whatever form it takes, it is unwarranted and unwelcome to the individual.

Examples of bullying include:

- spreading malicious rumours, or insulting someone by word or behaviour (particularly on the grounds of age, race, sex, disability, sexual orientation and religion or belief)
- copying memos that are critical about someone to others who do not need to know
- ridiculing or demeaning someone – picking on them or setting them up to fail
- exclusion or victimisation
- unfair treatment
- overbearing supervision or other misuse of power or position
- unwelcome sexual advances – touching, standing too close, the display of offensive materials, asking for sexual favours, making decisions on the basis of sexual advances being accepted or rejected
- making threats or comments about job security without foundation
- deliberately undermining a competent worker by overloading and constant criticism
- preventing individuals progressing by intentionally blocking promotion or training opportunities.

Bullying and harassment are not necessarily face to face. They may also occur in written, email and telephone communication.

Harassment

Harassment occurs when ‘someone engages in unwanted conduct, which has the purpose or effect of violating someone else’s dignity or creating an intimidating, hostile, degrading, humiliating or offensive environment’. This may be related to, but will not be limited to one or more of the protected characteristics defined by the Equality Act 2010. The protected characteristics are age, disability, gender reassignment, race, religion or belief, sex, sexual orientation, marriage and civil partnership and pregnancy and maternity.

Harassment may include offensive jokes, personal insults, persistent criticism, unwanted physical contact or ‘freezing’ someone out. It is not the intention of the perpetrator which defines a particular type of harassment but the effect it has on the recipient.

We hope that if you are or have been a victim of bullying or harassment at work or that you think that someone else in your workplace is or has been a victim of bullying

BfN Staff Handbook

or harassment at work you will be able to discuss this in confidence with your manager. This may include bullying or harassment from colleagues or individuals not employed or connected with the BfN. If you do not feel able to discuss this with your manager, you can contact the HR Team in confidence.

Any allegations of bullying or harassment will be investigated promptly and will be dealt with using the BfN Disciplinary and Grievance Procedure where necessary.

Health and Safety

We have a legal and moral responsibility to look after our own health and safety as well as that of our colleagues and service users. To help you fulfil your responsibilities for health and safety you must read and follow the guidelines in the BfN Health and Safety Policy.

When you start work with the BfN your manager will meet with you to discuss the BfN Health and Safety Policy and any training requirements you may have in relation to this.

You will be expected to sign a document to acknowledge that you have read and understood the Health and Safety Policy, a copy of which is available to download from the BfN website.

Leaving Employment

Notice period on a fixed term or permanent contract

If you wish to leave employment with the BfN during your first two years of employment you must provide your manager with one week's notice in writing.

If the BfN decides to terminate your employment during your first two years of employment, it must give you one week's notice in writing.

If you wish to leave employment after two continuous years of service, you must provide your manager with a week's notice for each complete year of service up to a maximum of 12 weeks.

If the BfN decides to terminate your employment after two continuous years of service, it must provide you with a week's notice for each complete year of service up to a maximum of 12 weeks.

BfN Staff Handbook

Notice period on a zero hours contract

If you wish to terminate your contract, you may do so at any time by giving your manager 1 week's notice in writing.

If the BfN wishes to terminate your contract, it may do so at any time by giving you 1 week's notice in writing.

Summary dismissal

In the event of gross misconduct or if you commit a serious breach of your obligations as an employee or worker, termination of your employment will be summary and without notice.

Zero pay periods

The purpose of the zero hours contract is to offer flexibility in working patterns to both the individual and the organisation. Some individuals are able to work from time to time when other commitments allow. Equally, the demand for breastfeeding support services can fluctuate in some areas, meaning that the BfN is unable to offer work on a regular basis.

It is often the case that for some individuals with a zero hours contract there will be extended periods of time when they will not carry out any paid BfN work and will therefore receive no pay. In these cases, unless instructed otherwise by yourself or your manager, the BfN will retain your details on the payroll for a period of up to 6 months. At this point the BfN will contact you to find out whether it is necessary to keep your details on the payroll.

If you are not intending to carry out any work for the BfN in the foreseeable future, we may decide to remove your details from the payroll and you will subsequently receive a P45. It is important to note that this will be purely an administrative decision and not a reflection on your performance or contribution to the BfN. Neither is it an end to your zero hours contract unless you or the BfN have specifically stated that to be the case. If, at a later date you start to work for the BfN again, we will add your details to the payroll again.

Final payment

If you follow the correct resignation procedures, and give the correct period of notice, your final payment will be calculated up to the last day of the notice period. You are also entitled to receive any holiday pay you have accrued up to the last day of the notice period. If you have exceeded your holiday entitlement, we will deduct the appropriate amount from your final payment.

If you resign without giving notice, you will only be paid up to the last day you actually worked.

BfN Staff Handbook

If you have been overpaid when you leave, we will write to you to request that you repay any overpayments.

Your final payment will be made directly into your bank or building society account on or before the 20th of the month following your last day of work.

Your P45 will be forwarded to your home address after your final payment has been made.

Exit interview

During your last working week your manager will invite you to a meeting to discuss your reasons for leaving the BfN and to complete a short questionnaire about your views on working for the BfN. This information will be treated in confidence and your responses will be used to evaluate employment practices within the BfN.

The meeting will also be an opportunity to ask any questions or raise any concerns you may have.

Redundancy

The BfN is committed to providing clear expectations to all employees about how long their employment will last.

However there may be circumstances where funding and organisational changes may result in a need for reduced staffing levels. Should this need arise, we will make every effort to find alternative employment for you within the BfN or to explore alternative working arrangements where appropriate.

Where redundancy is unavoidable, your manager will provide you with all the necessary information and will ensure you receive all the necessary support.

Whistleblowing

Please refer to Appendix 14 for full details on the BfN Whistleblowing Policy.

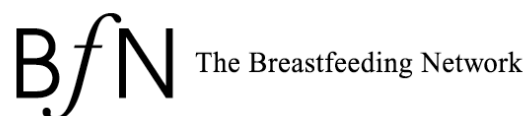
Authored: June 2011

Revised: July 2011

Review date: July 2012

Staff Handbook – Appendix 1

This form is available as a Word version



Staff Personal Details Form

Email to Mary Broadfoot at mary.broadfoot@breastfeedingnetwork.org.uk

Name	
Address	
Post Code	
Telephone number	
Email address	
Sex	Male/Female
Married	Y/N
Date of birth	
National Insurance number	

Please complete your bank details for payment of Fees and/or Expenses via BACS	Name of bank:
	Account number:
	Sort code:

If you are leaving another employer to take up employment with BfN please send your P45 to BfN, PO Box 9574, LOCHGILPHEAD PA31 9AG as soon as possible

Otherwise please complete the following -

Your present circumstances

Read all the following statements carefully and enter 'X' in **the one** box that applies to you.

A – This is my first job since last 6 April and I have not been receiving taxable Jobseeker's Allowance or taxable Incapacity Benefit or a state or occupational pension.	
B – This is now my only job, but since last 6 April I have had another job, or have received taxable Jobseeker's Allowance or Incapacity Benefit. I do not receive a state or occupational pension.	
C – I have another job or receive a state or occupational pension.	

Student Loans

If you left a course of Higher Education before last 6 April and received your first Student Loan instalment on or after 1 September 1998 and you have not fully repaid your Student Loan, enter 'X'. (If you are required to repay your Student Loan through your bank or building society account do not enter an 'X')	
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Staff Handbook – Appendix 2

Homeworking Self-Assessment Form

Name		Position	
Line manager			
1	Are you required to handle heavy or bulky loads?		
2	If yes, are you familiar with safe manual handling procedures?		
3	Are you required to use electrical equipment?		
4	If yes, have you checked that all electrical devices are in good working order?		
5	Are all plugs undamaged, wired correctly and well maintained?		
6	Are outer coverings of cables gripped where they enter the plug?		
7	Are there any charred black marks or stains on plug sockets and plug fittings indicating over-heating?		
8	Are electrical wires and other work equipment positioned neatly and safely where they are not tangled and do not present a tripping hazard?		
9	Is work equipment stored where it does not present a hazard to young children?		
10	Are all laptops, phone chargers and other electrical equipment unplugged after use (particularly at night time)?		
11	If you are carrying out your work duties in the presence of children, are the children safe and properly supervised at all times?		
12	When using a VDU (computer screen), is the screen clear, readable and without flicker?		
13	Are the 'brightness' and 'contrast' controls properly adjusted to prevent eyestrain?		
14	Is there suitable lighting so that fine detail on the screen can be seen and read?		
15	Is the keyboard placed in the right position to allow you to work comfortably?		

16	Is the screen and computer free from dust?	
17	Can the chair be adjusted to the right height so that work can be done comfortably?	
18	Is the VDU placed at the right angle to allow comfortable working without awkward movements or positions?	
19	Is there enough space under the desk to allow free movement?	
20	Do you take breaks or change activity to avoid continuous screen use of more than approximately 50 minutes at one time?	
21	Do you have a disability which may require adjustments to be made to work equipment or conditions in order for you to work safely and comfortably?	
22	Are you exposed to any substances which are flammable, toxic or corrosive in the course of your work?	
23	If yes, have you given details and discussed with your manager whether an alternative product can be used?	
24	Are you aware that you must report to your manager, any accident, injury, disease or dangerous occurrence which arises from work as soon as possible?	
Your comments		
Line manager's comments		
Any further actions or training requirements		
Date for review		
Your signature		Date
Line manager's signature		Date



Staff Handbook

Appendix 3

Equality and Diversity Policy

Equality and Diversity Policy

The Breastfeeding Network (BfN) is committed to promoting Equality of opportunity, of access and of participation for all users of its services and its members in all of its structures and their workings.

BfN values diversity and has due regard for those groups of people with identifiable characteristics which can lead to visible and invisible barriers thus inhibiting their joining and full participation in the BfN.

BfN aims to make all its services and resources available to all and intends that no user, trainee, volunteer, job applicant or staff member will be discriminated against on the grounds of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, sexual orientation or unrelated criminal activity or convictions.

BfN recognises variation in family structure, parenting styles and diversity in family life.

BfN is committed to promoting equality and diversity and eliminating discrimination in its services, its employment practices, its policies and its training and coordination of volunteers.

BfN is committed to monitoring and evaluating its performance in promoting equality and diversity and eliminating discrimination. In order to put the above policy into practice, BfN will distribute and publicise this policy to its users, volunteers and staff aiming to:

- Ensure that any user, volunteer or staff member who believes that they or another user, volunteer or staff member have received unequal or unfair treatment is able to express this grievance.
- Ensure that any complaint about unequal or unfair treatment is investigated promptly and acted upon appropriately. Victimisation, discrimination, and harassment will be treated as disciplinary offences and may result in disciplinary action including dismissal.
- Ensure that any user, volunteer or staff member who makes or supports a complaint about unequal or unfair treatment is protected from victimisation.
- Ensure that all decisions taken about recruitment and promotion are based solely on merit.
- Ensure that any policies, practices and strategies do not directly or indirectly discriminate unfairly against anyone.
- Provide training for all those with responsibility for making sure that this Equality and Diversity policy is put into practice.

Equality and Diversity Policy

- Ensure that trainees receive support and are given an equal chance to learn free from discrimination and prejudice and this principle will also apply to opportunities for continuing professional development for all volunteers and employees.
- Understand the particular needs of families from all ethnic backgrounds and to ensure our services, including training, written materials, literature and publications reflect our diverse and multicultural/ racial community.
- Deliver services in a way that genuinely recognises the importance of an inclusive society that brings opportunities and access, not barriers to individuals.

Users, employees and volunteers of our services are expected to support the Equality & Diversity Policy and not to behave in a discriminatory way or to express prejudiced views. Volunteers are also guided by their Code of Conduct.

The Directors are responsible for ensuring this policy is implemented throughout the Breastfeeding Network, and are committed to making this policy work. To contact them write to the Chair of the Directors, Breastfeeding Network, PO Box 11126, Paisley PA2 8YB.

Any employee wishing to make a claim to the Employment Tribunal should do so within three months of experiencing discrimination. Any worker found to be discriminating will face disciplinary proceedings.

Equal opportunities Policy 2004
Updated as Equality & Diversity Policy, November 2009
Revised January 2011 & June 2011
Review date January 2013

Equality and Diversity Lead: Sam Hobbs

Staff Handbook – Appendix 4
Self Certification Form

Name			
Job Title			
Line Manager			
Which date did your illness begin?			
Which date did you return to work?			
List all the dates when you were absent from work due to this illness below (not including scheduled days off).			
Date	Total hours of absence per day	Date	Total hours of absence per day
Total number of hours of absence from work due to this illness			

Please give a brief description of your illness.			
Did you contact your line manager on the first day of your absence?			
Are you fit to return to work?			
Do you require any further support from your line manager?			
Line manager's comment			
Employee's signature		Line manager's signature	
Date		Date	

Please keep a copy of this form in the employee's personal file and return a copy to Mary Broadfoot at The BfN, PO Box 9574, Lochgilphead, PA31 9AG.



Staff Handbook

Appendix 5

Flexible Working Policy

Last revised 8/6/2011

Flexible Working Policy

Policy objective

To support employees of the Breastfeeding Network in maintaining an effective balance between work and other commitments

Who is covered by this policy?

This policy applies to all employees.

What is the policy?

It is the policy of The Breastfeeding Network (BfN) to consider all requests for flexible working made by its employees which meet the eligibility requirements.

Eligibility requirements

The Breastfeeding Network will consider a request for flexible working from any employee, regardless of length of service providing that this is the only request which has been made in the past 12 months of employment with the Breastfeeding Network.

The employee can make an application to care for:

- A child under 17
- A disabled child who is under 18
- Certain adults who require care

Parents who can make flexible working requests

A parent can request flexible working if they are either:

- the mother, father, adopter, guardian, special guardian, foster parent or private foster carer of the child or a person who has been granted a residence order in respect of a child
- married to, or the civil partner of, the child's mother, father, adopter, guardian, special guardian, foster parent or private foster carer of the child or a person who has been granted a residence order in respect of a child

Carers who can make flexible working requests

A carer can request flexible working if they care, or expect to be caring, for either:

- a spouse, partner, civil partner or relative
- someone who lives at the carer's address

A relative is a mother, father, adopter, adoptee, guardian, special guardian, parent-in-law, son, son-in-law, daughter, daughter-in-law, brother, brother-in-law, sister, sister-in-law, uncle, aunt or grandparent.

Step-relatives, adoptive relationships and half-blood relatives are also included.

Flexible Working Policy

The frequency of flexible working requests

Employees can make one application every 12 months - even if the second request in this period was for a different caring responsibility. For example, an employee wishing to make a request to care for an adult would still have to wait a year even if their previous request had been to enable them to care for a child.

Each year runs from the date the first application was made.

Before making a subsequent request, the employee must - at the date of application - still meet the eligibility criteria.

The types of flexible working requests employees can apply for

Eligible employees can make a request to, for example:

- change the hours they work
- change the times when they are required to work
- work from another location of the business or from home (whether for all or part of the week)

Types of flexible working

The following table outlines some types of flexible working. These are intended as a suggestion only to provide ideas for discussion between the employee and her line manager. Not all types flexible working will be appropriate to every working environment and job role.

Part –time working	Workers are contracted to work less than standard, basic, full-time hours.
Flexi-time	Workers have the freedom to work in any way they choose outside a set core of hours determined by the employer.
Staggered hours	Workers have different start, finish and break times, allowing a business to open longer hours.
Compressed working hours	Workers can cover their standard working hours in fewer working days.
Job sharing	One full-time job is split between two workers who agree the hours between them.
Shift swapping	Workers arrange shifts among themselves, provided all required shifts are covered.

Flexible Working Policy

Self rostering	Workers nominate the shifts they'd prefer, leaving you to compile shift patterns matching their individual preferences while covering all required shifts.
Time off in lieu	Workers take time off to compensate for extra hours worked.
Term-time working	A worker remains on a permanent contract but can take paid/unpaid leave during school holidays.
Annual hours	Workers' contracted hours are calculated over a year. While the majority of shifts are allocated, the remaining hours are kept in reserve so that workers can be called in at short notice as required.
V-time working	Workers agree to reduce their hours for a fixed period with a guarantee of full-time work when this period ends.
Zero-hours contracts	Workers work only the hours they are needed.
Home working/teleworking	Workers spend all or part of their week working from home or somewhere else away from the employer's premises.

Procedure

1. An employee who wishes to make a request for flexible working should firstly read through this policy document.
2. If they wish to proceed with a flexible working application, the employee should complete form **Flex1** and hand it to his or her line manager.
3. On receipt of a completed **Flex1** form, the line manager should complete the receipt at the end of **Flex1**, retain a copy in the employee's personal file and return the completed receipt and return it to the employee.
4. The line manager should then contact HR for further guidance on how to proceed.
5. A meeting should then be arranged to take place within 28 days of the employee submitting a completed **Flex1** form. If it is not convenient to meet within this 28 day period, the employer may seek the employee's agreement to extend the period. The employer should use form **Flex4** to seek agreement from the employee for an extension. Failure to hold the meeting within the 28 day period or any extension, without the employee's agreement, will be a breach of procedure.
6. The employee has the right to be accompanied by a work colleague or certified trade union representative. The companion can address the meeting and confer with the employee during it, but may not answer questions on behalf of the employee.

Flexible Working Policy

7. If the companion is unable to attend the meeting, the employee must seek to rearrange the meeting. It should take place within 7 days of the date of the original meeting. The employee and the companion must be paid for their time off from their normal working duties to attend the meeting.
8. The employee should be notified in writing of the manager's decision following the meeting within 14 days. If the manager agrees to accept the flexible working request, they should send **Flex2** to the employee. A copy will need to be retained in the employee's personal file and payroll will need to be informed of any changes to contracted working hours.
9. If the manager requires more time to consider the request, **Flex4** should be used to request an extension.
10. If the manager decides to refuse the flexible working request, **Flex5** should be sent to the employee outlining the reasons for the decision. An employer may only reject an application on limited number of set grounds. These are:
 - planned structural changes
 - the burden of additional costs
 - a detrimental impact on quality
 - the inability to recruit additional staff
 - a detrimental impact on performance
 - the inability to reorganise work among existing staff
 - a detrimental effect on ability to meet customer demand
 - lack of work during the periods the employee proposes to work

The letter does not need to be very detailed, but it should include the key facts about why the business/organisational ground applies. These should be accurate and relevant to the business/organisational ground.

A decision to reject an application based on incorrect facts would give the employee grounds to make a complaint to an employment tribunal.

11. An employee must make their appeal in writing within 14 days of receiving the employer's written notice refusing their request. In the appeal notice the employee must set out their grounds for appeal. There are no restrictions on the grounds for appeal.
12. The employee must arrange an appeal meeting within 14 days of receiving the employee's appeal notice. Where possible the appeal should be heard by a different manager. The principles on the right to be accompanied and pay for those attending the meeting are the same as for the initial meeting.
13. The employee should be informed in writing of the manager's decision within 14 days of the appeal meeting using either **Flex6** or **Flex7**. This notice amounts to your final decision and ends the formal right-to-request procedure.

Proof of parental/caring responsibilities

Employees do not have to give you proof of their caring relationship. Therefore, the manager should accept applications in good faith and make the decision on whether or not to grant a request solely on business grounds.

Flexible Working Policy

In addition, an employee does not have to show:

- That the child or adult in question requires any particular level of care. For example, an employee wanting to work flexibly to look after their mother does not have to show that the mother is unable to cope on her own or that she is disabled and qualifies for disability living allowance.
- Why they themselves must provide that care. For example, a father asking for reduced hours in order to care for his child does not have to show why the care cannot be provided by the mother or by somebody else.

If a manager thinks that an employee is abusing the right to request, e.g. they don't have a qualifying relationship with the child or adult in question, they can ask for evidence.

However, under the legislation the employee does not have to provide proof of their relationship or the level of care required.

The decision on whether or not to grant a request should be based on business grounds rather than the employee's personal circumstances. If a manager still suspect that the employee is abusing the right, they should use disciplinary procedures.

What types of adult care are relevant?

Carers' patterns of care-giving vary widely from individual to individual - both in the nature and the extent of the care given. Examples may include:

- emotional support
- giving/supervising medicines
- escorting to doctors' appointments
- keeping the care recipient company
- help with financial matters or paperwork
- supervision of the person being looked after
- help with personal care, eg dressing, bathing, toileting
- help with mobility, eg walking, getting in and out of bed
- housekeeping, eg preparing meals, shopping, cleaning
- nursing tasks, eg daily blood checking, changing dressings

This list is not exhaustive.

Trial periods for flexible working arrangements

If the manager and/or the employee are not sure that the proposed flexible working pattern will work in practice, a different working arrangement or for a trial period could be considered.

Trial periods can potentially happen at two stages before a formal agreement is reached:

Flexible Working Policy

- Firstly, if the manager knows that the employee will be applying, then he or she can agree to a trial period before they submit a formal written flexible working request. If this happens, the formal procedure will still be available to the employee in the future.
- Secondly, if the employee makes a formal written application, the manager could agree to an extension of time to make a decision and the trial period could happen before a final agreement was reached. In this case the rest of the formal procedure would still be available to the employee.

Informal temporary flexible working arrangements

If the manager and the employee think that a flexible working arrangement resulting in a permanent change to their contract of employment may not be the best solution, an informal temporary arrangement could be considered.

For example, this may be appropriate where the employee suddenly becomes the carer of an adult with a terminal illness or they have to care for someone with a fluctuating condition like Parkinson's disease.

Any such agreement should be put in writing.

Extensions to time limits and withdrawals

There may be occasions where more time is needed than the formal statutory procedure allows in order to reach a decision.

There are also situations where the manager may treat the employee's application as withdrawn.

Extension of time limits

There are two circumstances where the time limits for giving decisions and raising appeals can be extended.

1. Through agreement by the employer and the employee.

The manager might need to extend time limits where, for example, more time was needed to consult with other staff or the manager agrees to a trial period to check the suitability of the proposed working arrangement. Any such extensions need to be agreed in writing using **Flex4**.

The written record of the agreement must:

- be dated
- be sent to the employee
- specify what period the extension relates to
- specify the date on which the extension is to end

2. Through absence

An automatic extension applies where the individual who normally deals with the request is absent from work due to leave or illness. The extension lasts as long as the period of absence.

There are no other circumstances where an automatic extension to any period applies.

Flexible Working Policy

Treating an application as withdrawn

There are three circumstances where an employee's application can be treated as withdrawn:

- The employee unreasonably refuses to provide the information needed to consider their application. The manager should confirm in writing the withdrawal of the application.
- The employee twice fails to attend a meeting to discuss a request (or a meeting to discuss an appeal) without reasonable cause. However, flexibility should be shown where - on both occasions - the employee cannot attend due to unforeseen circumstances. The manager should confirm in writing the withdrawal of the application.
- The employee decides to withdraw the application. They should notify the manager as soon as possible in writing. If written notification from the employee is not received, the manager should ask them to confirm their intention verbally and then confirm this in writing.



Staff Handbook

Appendix 6

Maternity Policy

Last revised 8/6/2011

Maternity Policy

Policy objective

To provide employees with their correct entitlement to maternity leave and pay, and to fulfil our obligations under the relevant legislation

Who is covered by this policy?

This policy applies to all employees. Some aspects of the policy will apply to paid workers on zero hours contracts.

What is the policy?

It is the policy of The Breastfeeding Network (BfN) to ensure that when an employee is pregnant, she receives the correct entitlement to maternity leave and pay. It is also our policy to be sensitive to any additional needs a pregnant employee may have. The BfN will ensure that a pregnant employee is working in an environment that will not have an adverse effect on her health or that of her unborn baby. Any woman expecting a baby has rights to the following:

- Reasonable paid time off for antenatal care
- Protection from dismissal
- Protection from exposure to risk
- Maternity pay (or maternity allowance)
- Maternity leave
- Return to work after childbirth

Statutory Maternity Leave

All women, regardless of number of hours worked or length of service, will be entitled to a period of 52 weeks Statutory Maternity Leave (SML) consisting of 26 weeks Ordinary Maternity Leave (OML) and 26 weeks Additional Maternity Leave (AML). You may not return to work during the two weeks immediately following the birth of your child.

You are free to choose when you would like your maternity leave to start. However, the earliest you can choose to start your maternity leave is during the 11th week before the expected week of your child's birth.

In certain circumstances your maternity leave may start automatically earlier than the date you choose as the start date for your maternity leave. This applies where you are absent from work wholly or partly because of pregnancy at any time during the four weeks before the expected week of childbirth or if you give birth early.

Managers should note that entitlement to Statutory Maternity Pay (SMP) is not based on the same criteria as maternity leave (see below).

Statutory Maternity Pay

If you have at least 26 weeks service by the end of the 15th week before your child is expected to be born, you may be entitled to Statutory Maternity Pay (SMP), provided your average weekly earnings are at or above the Lower Earnings Limit for National Insurance. SMP is payable for 39 weeks. For the first six weeks, SMP will be paid at 90% of your average weekly earnings. For the remaining 33 weeks, SMP will be paid

Maternity Policy

at the standard rate which is prescribed by regulations and is adjusted from time to time. The BfN will inform you of the applicable rate. If your average weekly earnings fall below the standard rate, SMP will be paid at 90% of your average weekly earnings throughout.

SMP will be paid subject to deductions for tax and National Insurance contributions in the normal way.

If you do not qualify for SMP, you may qualify for Maternity Allowance (MA). It is paid to women who have been employed or registered self employed in at least 26 weeks out of the 66 week period running into the week before their baby is due. Your local Jobcentre Plus can advise you about whether you qualify and how to apply.

Procedure

In order to be eligible for maternity leave and SMP, you are required to notify your line manager in writing or during the 15th week before the expected week of your child's birth. You must inform your line manager of the following:

- That you are pregnant
- The week in which your child is due
- The date you intend to start your maternity leave
- The date from which you will be claiming SMP

You should enclose a MAT B1 certificate with your written notification signed by your doctor or midwife to confirm the expected week of childbirth. The MAT B1 is the medical evidence certificate given to you by the midwife or doctor after you have been pregnant for 21 weeks.

Within 28 days of receiving your notice, the BfN will notify you in writing of the date when your maternity leave will end.

You may change the date you start your maternity leave provided you give at least 28 days' notice in writing of either the new start date or the original start date (whichever is earliest).

Within 28 days of receiving your notice, the BfN will notify you in writing of the date when your maternity leave will end.

Prior to your departure on maternity leave, your line manager will meet with you to discuss your rights and entitlements during maternity leave, the possibility of flexible working on your return to work and the level of contact you would like with the BfN during your maternity leave. You should feel free to raise at this meeting any queries or concerns you have.

Your line manager may also offer you up to 10 days work ('keeping in touch' days) during your maternity leave. It is up to you if you wish to work these days. The rate of pay for the work will be agreed in advance with you. Your right to maternity leave and SMP will not be affected.

Time off for antenatal care

Employees are entitled to take reasonable paid time off during their normal working hours for antenatal care. This may include parent-craft or relaxation classes if recommended by a medical practitioner. Whenever possible, you should try to arrange your appointments at the start or end of your working day.

You should inform your line manager that you will be absent as far in advance of your appointment as possible. For appointments other than your first appointment, you may be asked to provide an appointment card, or some other confirmation of

Maternity Policy

your appointment. You may also be asked to produce a certificate from a doctor or midwife confirming your pregnancy.

All appointments attended must have been made on the advice of a doctor, midwife or health practitioner.

There will be no deductions from your salary for attendance at authorised antenatal appointments, including any time spent travelling to and waiting for the appointment.

Contractual benefits

During Ordinary and Additional Maternity Leave, you will continue to receive your contractual benefits and your normal terms and conditions will continue to apply, except for those terms relating to wages and salary. You will continue to accrue holidays on your contracted hours. If your maternity leave straddles two holiday years, you may carry holiday accrued in one year into the following year. Your maternity leave will count towards your period of continuous service.

You must still give notice in accordance with your contract if you want to leave. In addition, you will continue to be bound by your obligations of confidentiality.

Health and safety

If pregnant employees, or employees who have recently become mothers or who are breastfeeding are employed in positions which have been identified as posing a risk to their health and safety or that of their baby they will be notified immediately and arrangements will be made to eliminate the risks. You should notify your line manager in writing if you are pregnant, have recently given birth and/or are breastfeeding.

If you have concerns about your own health and safety at any time you should consult with your line manager immediately.

Returning to work

You do not have to notify the BfN separately of your return date. It will be assumed that you will come back to work on the date the BfN has notified you is the end of your maternity leave period. However, if you wish to return to work before the end of your full maternity leave entitlement, you should give your line manager at least 8 weeks notice in writing of your intended return date.

If you return to work immediately after a period of Ordinary Maternity Leave you will return to work in the same job you left before you started your maternity leave.

If you return to work from a period of Additional Maternity Leave, you will return to the same job you were employed to do. If this is not reasonably practicable, you will be offered a similar job on equally favourable terms and conditions.

If you decide not to return to work after maternity leave, you should confirm this in writing and give the notice required by your contract of employment.

Breastfeeding and Returning to Work

If you are breastfeeding when you return to work, please let your manager as soon as possible so that she can meet with you to discuss your needs.

It may be necessary to discuss:

- arrangements for breastfeeding your baby in the workplace
- any issues arising from working from home and breastfeeding

Maternity Policy

- identifying a suitable location in the workplace to breastfeed your baby or express milk
- identifying a suitable location to store expressed milk
- possible adjustments to working times and breaks to facilitate breastfeeding

Additional guidance can be found in the NHS leaflet, *Breastfeeding and work: Information for employees and employers*.



Staff Handbook

Appendix 7

Recruitment & Selection Policy & Process

Last revised 8/6/2011

Recruitment & Selection

Policy Statement

The Breastfeeding Network (BfN) recognises that its ability to deliver the highest standard of service to breastfeeding mothers and their families is dependent on the recruitment and retention of skilled and committed employees.

All recruitment and selection activities will be carried out in a fair, consistent, effective and professional manner. It is the responsibility of the BfN HR Director to ensure that this policy and its related procedures comply with current UK employment legislation.

The BfN is committed to applying its Equality and Diversity Policy at all stages of recruitment and selection. Advertising, shortlisting, interviewing and selection will always be carried out fairly and without prejudice. Consideration will be made of how direct and indirect discrimination can be eliminated from each stage of the recruitment process on grounds of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

In order to engage with and extend breastfeeding support services to harder to reach groups within society, the BfN will actively seek ways to attract candidates from these groups. Methods may include consulting with local communities on where to place advertisements, making the language used in application materials more accessible, making adjustments to the person specification and making adjustments to the interview process.

New Posts

New posts may be created by a fund-holder in consultation with the HR Director and the Finance Director. A detailed job description and person specification will need to be designed and the appropriate salary and contract type will need to be determined in line with current BfN rates of pay. Where there are no similar posts within the BfN the appropriate salary for the post will need to be determined through benchmarking with similar roles within similar organisations where data is available.

Short term posts and staffing shortages

Normally, appointments must be made in accordance with this policy and must, therefore be subject to advertisement and interview.

Where funding is obtained at short notice for a short-term specialist project, usually less than 3 months, or where unforeseen events create an immediate staffing shortage, the HR Director may approve temporary appointments in exception to the usual recruitment process prior to appointment.

Consideration will need to be made, prior to appointment, of any employees whose positions are being made redundant or for whom redeployment is being sought.

The appointee will be required to complete an application form in full and the offer will be subject to satisfactory pre-employment checks.

Recruitment & Selection

Vacancies

When a vacancy arises, the line manager should consult with the HR Team to discuss the requirements to fill the vacancy. Budgets should be checked to ensure that filling the vacancy is affordable, and the hours of work should be reviewed to ensure that the post fulfils the service requirements.

The job description and person specification should be reviewed to ensure that they are still relevant.

Consideration will need to be made of any employees whose positions are being made redundant or for whom redeployment is being sought.

Vacancies may be filled by existing workers in the same or similar roles working additional hours on a short term basis if leaving the position vacant for any period would lead to an unacceptable breakdown in service.

Job Description

A job description is a key document in the recruitment process, and must be finalised prior to taking any other steps in the process. There is a BfN job description template which must be used for this purpose.

In order to make the job description clear and accessible to all applicants, it is important that it does not contain any unnecessary jargon, abbreviations or acronyms. Where jargon, abbreviations or acronyms are required, these should be clearly explained.

Person Specification

The person specification is of equal importance to the job description and informs the selection decision. The person specification details the skills, experience, abilities and expertise that are required to do the job. There is a BfN person specification template which must be used.

The person specification should be specific, related to the job, and not unnecessarily restrictive. Only qualifications strictly needed to do the job should be specified. The inclusion of criteria that cannot be justified as essential for the performance of the job may be deemed discriminatory.

The person specification must form part of the further particulars of a vacancy along with the job description in order that applicants have a full picture of what the job entails. It enables potential applicants to make an informed decision about whether to apply. For those who decide to apply, the person specification provides guidance on what information to include in their application.

The person specification forms the basis of the selection decision and enables the selection panel to ensure objectivity in their selection.

The criteria in the person specification should be objective and measurable.

Recruitment & Selection

Required abilities should be expressed in terms of the specific standard expected rather than just the task to be undertaken.

For example: *Ability to use Microsoft Excel to compile and maintain a secure and accurate database of the details of users who access our service at the Children's Centre.*

rather than: *Ability to use Excel.*

Advertising the Position

All vacancies and new posts will be advertised on the BfN website.

The recruiting manager should also consider, in conjunction with HR and any other relevant stakeholders, where else the position should be advertised to maximise its visibility to potential applicants.

Where there is a need to address under-representation of particular groups of people within the BfN or there is a need for a service to reach specific sectors of a local community, targeted advertising in community settings or via organisations representing particular groups should be considered.

The language used in the advertisement should be clear and accessible. A range of contact methods should be provided for candidates to access an application pack. It should also be stated that applicants may request an application pack in electronic, paper, large print or colour print format.

The advertisement should contain a clear statement of the BfN's commitment to equality and diversity.

To ensure fairness, no applications will be accepted after the closing date.

Application Pack

In addition to the application form, job description and person specification, the BfN also provides an application pack to applicants which contains information about the services of the BfN, the recruitment process and working for the BfN.

The Selection Panel

In most cases, the selection panel will include the line manager for the post being recruited. Where this is not possible, the relevant fund-holder will consider a suitable alternative in consultation with the HR Director.

A member of the HR Team may be part of the selection panel. In some cases it may be appropriate to include external stakeholders on the selection panel.

The selection panel should usually consist of a minimum of 2 and a maximum of 3 individuals.

Shortlisting the Applications

Applications will be screened against the criteria in the person specification. The selection panel will use the screening results to determine which applicants should be selected for interview.

Applicants who aren't shortlisted for interview will usually be informed in writing.

Recruitment & Selection

Interviews should be scheduled as soon after the closing date as reasonably possible, as delays are likely to lead to a loss of candidates.

The BfN is committed to equality of opportunity and therefore all requests for reasonable adjustments to the selection process will be considered in order to allow shortlisted applicants to attend an interview.

The same areas of questioning should be covered with all candidates and assumptions should not be made regarding the expertise or abilities of candidates because of their employment history. Interview questions should be phrased so that they do not favour any one candidate or group of candidates. Supplementary questions should be used to probe for further information or clarification where answers are incomplete or ambiguous. Care must be taken to avoid questions that could be construed as discriminatory (e.g., questions about personal circumstances that are unrelated to the job). It is, for example, legitimate to ask for confirmation of whether individuals can comply with the working patterns of the post, but not to ask details of their domestic or child care arrangements etc. It is the responsibility of the BfN employees on the selection panel to ensure that such questions are not asked.

Interview notes must be taken by each panelist to help the panel to make an informed decision based on the content of the interviews. Such notes must relate to how candidates demonstrate their knowledge, skills, experience and abilities in relation to the person specification. The Data Protection Act allows applicants to request disclosure of such notes in the event of a complaint and an Employment Tribunal would expect the BfN to have notes of every selection decision. The lack of such notes would seriously impede the BfN's ability to contest such a complaint. Any inappropriate or personally derogatory comments contained within the notes could be considered discriminatory and are unacceptable.

Where the candidate being interviewed is disabled and reasonable adjustments may need to be considered in relation to the workplace or job, these should only be discussed if the disabled candidate is successful at interview.

It is good practice to offer applicants feedback after interviews. Feedback should be specific, relating to the person specification, and honest. In feeding back to candidates it is good practice to balance the applicants' development needs with some positive points.

Selection Tests and Presentations

Consideration should be given to using job-related selection tests or asking candidates to give presentations as part of the selection process if there are some elements of the person specification that are difficult to test at interview. If selection tests or presentations are to be used, all candidates should be given the same written information as to how long they will take, the topic area(s) they will cover, and what, if anything, they should prepare in advance. In all cases care should be taken to ensure that job-related tests are well explained in writing for candidates, in plain language, that all candidates are subject to the same tests under exactly the

Recruitment & Selection

same conditions, (excluding any allowances made as 'reasonable adjustments' to disabled candidates) and that presentation topics do not favour any one candidate.

Selecting the Successful Candidate(s)

The information obtained in the application, the interview, any selection tests and in references (if obtained prior to interview) will allow candidates to be assessed against the person specification and a selection decision to be made. The line manager for the post will ensure that a written note of the reasons for selecting the successful candidate(s) and rejecting others is made and placed on file, together with the original applications and notes of all panel members, for a minimum of 12 months after the appointment decision has been notified to the candidates.

If a member of a selection panel feels that there has been any irregularity in the recruitment and selection procedure and the panel cannot resolve the matter at the time, they must report the matter without delay to the HR Director.

Interview proceedings are confidential and interviewers are free to divulge to others the decision reached only once the appointee has accepted the post.

Where the successful candidate is disabled, reasonable adjustments may need to be considered depending on their disability in consultation with them. This should be done as soon as possible after appointment. If the candidate will be working in a hospital, advice should be sought from the occupational health department of the hospital regarding adjustments to work premises, practices, equipment or the job itself. If the candidate is employed in another setting, it may be necessary to seek advice from a disability specialist in the local area where the candidate will be working. Where reasonable adjustments are agreed these must be recorded in writing. The candidate should also receive written confirmation of whatever adjustments have been agreed.

Pre-Employment Checks

CRB disclosure

The BfN will not discriminate unfairly against applicants who possess a criminal record and will not necessarily bar an applicant from employment due to an unspent conviction; the nature of the conviction and its relevance to the post will be considered. However, unspent convictions of violence, assault or damage to property are likely to be incompatible with working for the BfN.

Under the Rehabilitation of Offenders Act 1974 ex-offenders do not have to disclose spent convictions. However certain types of posts, particularly those that involve working with children or vulnerable adults or in other positions of trust or sensitive areas, are exempt from these provisions, and in these cases all convictions must be declared.

Recruitment & Selection

In many circumstances the successful candidate(s) may already hold a valid CRB disclosure obtained via the BfN. This should be verified with the BfN Administration Team prior to appointment.

If the successful candidate(s) does not hold a valid CRB disclosure, one should be obtained prior to appointment.

The CRB Coordinator will determine whether a conviction (spent or unspent) should preclude appointment to the position.

Identity

It is the policy of the BfN to check the identity of all applicants who attend an interview. Each candidate should present one of the following documents:

- Valid passport (any nationality)
- UK driving licence England/Wales/Scotland, Northern Ireland; either photocard or paper. A photocard is only valid if accompanied with the counterpart licence.
- Original UK birth certificate
- Valid photo identity card (EU countries only)
- HM Forces ID card
- UK Firearms Licence

The candidate should present two documents from the above list or one document if it is a passport or photo driving licence.

If the candidate can only provide one of the above documents, and it is not a passport or a driving licence, then advice should be sought from the HR Team. Photocopies of relevant documents will be taken after the interview and stored securely in accordance with the Data Protection Act. Copies will be destroyed and disposed of securely and without delay if the candidate is unsuccessful.

Eligibility to Work in the UK

It is the policy of the BfN to check the eligibility to work in the UK of all candidates who attend an interview. The current UK Border and Immigration Agency guidelines¹ must be followed in all cases with regard to avoiding discrimination and checking documents.

Photocopies of relevant documents will be taken after the interview and stored securely in accordance with the Data Protection Act. Copies will be destroyed and disposed of securely and without delay if the candidate is unsuccessful.

References

Any offer of employment will be subject to the BfN obtaining two satisfactory references for each appointee.

¹ Home Office Border and Immigration Agency: *Prevention of Illegal Working. Immigration, Asylum and Nationality Act 2006. Guidance for Employers on the Avoidance of Unlawful Discrimination in Employment Practice While Seeking to Prevent Illegal Working. Code of Practice.* (February 2008)

Recruitment & Selection

Appointment

Prior to appointment the successful candidate(s) will be sent an offer letter stating the main terms and conditions of employment. A contract of employment will be issued within 2 months of employment. Any enquiries about the Recruitment Policy and Process should be directed to

Kathryn Phillips BfN HR Director on
kathryn.phillips@breastfeedingnetwork.org.uk or 0845 3282595

or Sam Hobbs, HR Customer Service Advisor on
sam.hobbs@breastfeedingnetwork.org.uk or 020 7278 6631.



Staff Handbook

Appendix 8

One to One Guidance Document

1 to 1 Guidance Document

1. Introduction

These guidelines outline what should be covered at one to one meetings between managers and their team members, provide some handy hints and tips for helping to make the sessions effective, and introduce the one to one discussion form which can be used to support preparation and action planning.

Regular one to one discussions with team members enable line managers to provide ongoing support and feedback to individuals throughout the year. Where a team member has direct reports of their own, the discussion should also include any issues relating to their team.

2. Roles and responsibilities

The roles and responsibilities of those involved in one to ones are as follows:

2.1 Job holder

- To fully participate in the one to one session and give their view of their performance to date over the current year against their objectives and development plan.
- To raise any concerns they have relating to delivery of their objectives, development plan, other work challenges or issues.
- To accept feedback and improvement activity.
- Record the headlines and actions from the discussion.
- To take forward agreed actions.

2.2 Line Manager

- To hold **regular** one to one sessions with each of their team members to discuss their performance against objectives and against the capability framework (monthly will be about right for most people).
- To provide honest and objective feedback.
- To provide support and guidance to help the individual achieve their objectives and development plan.
- To take forward agreed actions.

3. Hints and Tips for holding an effective one to one discussion

- Be flexible in the frequency and content of the one to one discussion according to the needs of the job holder.
- Both the line manager and job holder should contribute fully during the one to one discussion. Both parties should be open and honest, and listen carefully to what the other person has to say.

1 to 1 Guidance Document

The line manager should: -

- Help the job holder understand how their objectives contribute to the business plan.
- Make sure they have the appropriate performance information available.
- Discuss feedback received from other parties e.g. customers, colleagues etc.
- Positively recognise achievements.
- Focus on suggestions for improvement when discussing areas of weakness.
- Help with problem solving and finding solutions.
- Provide regular informal feedback and support outside of the one to one discussion as and when it is needed.

4. The one to one discussion

Each one to one discussion should cover a number of key areas.

Objectives

This part of the discussion should cover the job holder's progress against delivery of their objectives. Areas of discussion should include: -

- Action taken to date, including identifying any successes and/or learning opportunities.
- Corrective action needed to remedy any slippage, including an understanding of any outside support or resources which may be needed.
- Objectives completed, or agreed as no longer relevant.
- New or changed objectives to reflect changes in job accountabilities or business priorities.
- Agreed status of each of the objectives, i.e. Green – Completed or on track, Amber – Off track but corrective action agreed, Red – Off track and needs further support or resources.

Development Plan

The line manager and job holder should also discuss progress on developing their capabilities and their wider development plan. This should include: -

- Action taken to address the development need.
- Whether this was effective and has resulted in improved performance.
- Whether further development is still needed to address the existing development need.
- Any new development needs to reflect changes in job accountabilities or business priorities.

1 to 1 Guidance Document

- Agreed status of each of the development actions, i.e. Green – Completed or on track, Amber – Off track but corrective action agreed, Red – Off track and needs further support or resources

Health and Safety

The discussion should cover whether basic health and safety responsibilities are being carried out, and whether any changes to job design, content or working practices have been incorporated into safety procedures. Any personal concerns should also be raised and actioned.

Other issues

Any other issues should also be raised by either the line manager or the job holder, and could include: -

- Any concerns the individual may have, which could relate to their job, colleagues or factors outside of work.
- Changes to work practices.
- Onward cascade of business messages.

5. The one to one discussion form

The one to one discussion form has been designed to help manage the discussion. It helps the job holder prepare for the meeting in advance, and also to record any actions that are agreed during the meeting.

Before the one to one, the job holder will find it useful to:

- Enter their work objectives and development plan objectives, which can be done once at the start of the year and then updated as the need arises.
- Update the form with notes on progress against objectives and any issues to discuss or resolve.
- Include notes on progress against the development plan and the effectiveness of any development activity undertaken.
- Make notes on any health and safety issues or concerns, and any other areas for discussion.

During the meeting, the job holder can use the form to record any actions that are agreed as part of the one to one, along with any changes to their objectives or development plan.

The form can then be used as a living document and updated for each one to one.

1 to 1 Guidance Document

Once a year your manager will ask you to participate in a performance appraisal. This meeting will be similar to the one to one meeting described above and but it will cover your performance over the whole year and plans for the coming year.

Your manager will provide you with advance notice of this meeting and you will be asked to prepare thoroughly by gathering evidence of and reflecting on your achievements and general performance.

Staff Handbook Appendix 9

One to One Record Form

Name:		Line Manager:	
Date of this session:		Date of next session:	

GENERAL DISCUSSION OF PROGRESS		
TOPIC FOR DISCUSSION	PROGRESS, NOTES & ACTION POINTS	STATUS Red/ Amber/ Green
Objectives (Taken from your BfN Annual Appraisal Form or added as the year progresses)	Progress against objectives including; <ul style="list-style-type: none"> • Action taken • Corrective action needed to remedy any slippage • Objectives completed or agreed as no longer relevant. 	

Development Plan (Taken from your BfN Annual Appraisal Form or added as the year progresses)	Progress against your development plan including, whether; <ul style="list-style-type: none"> • Action taken to address the development need • Whether this has resulted in improved performance • Whether further development is needed. 	

Status Definitions

GREEN – Completed/on track

AMBER – Off track but corrective action agreed

RED – Off track and needs further support resources



Staff Handbook

Appendix 10

Appraisal Guidance Document

Appraisal Guidance Document

The Appraisal Interview

These notes are intended to help line managers within the Breastfeeding Network carry out appraisals effectively. Performance appraisals are essential for the effective management and evaluation of staff. Appraisals help develop individuals, improve organisational performance, and feed into business planning. Formal performance appraisals will be conducted annually for all staff in the BfN. Each staff member is appraised by their line manager.

Full support and guidance is available from Kathryn Phillips in HR on 0845 3282595 or email to: kathryn.phillips@breastfeedingnetwork.org.uk

Key points

- Employees should be given adequate notice of the appraisal interview. Self-assessment forms can help them prepare
- At least one hour should be set aside for the interview
- Interviews should be face to face where possible
- Seating arrangements should be comfortable and the interview free from interruptions
- The appraiser should suggest ways in which the employee's good work can be continued and how he or she can achieve further improvement
- Both parties should discuss how far agreed objectives have been met and agree future objectives

Preparing for the interview

Employees should be given adequate notice of appraisal interviews. Self-assessment forms completed by employees before their interviews can help them note what they think have been their strong and weak points; what they see as barriers to effective performance; their plans for the coming year; and their development and training needs.

Line managers should ask their staff to complete the BfN Appraisal as a self assessment form to discuss at their appraisal. You could encourage them to show this to you in advance but as self-assessment forms are an *aide memoire* to the individual they do not have to be shown to the person conducting the appraisal.

The manager should consider the overall results attained by the employee and, where the results have been significantly greater or lower than expected, possible reasons for variations in performance. This will be easier if notes have been made throughout the year of the employee's successes and failures, and any performance related developments beyond the employee's control.

Where possible appraisals should be face to face and every effort should be made to achieve this. At least one hour should be set aside for the interview. The seating should be comfortable and arranged to create an informal atmosphere. The interview should be free from interruptions.

Appraisal Guidance Document

The structure of the interview

The line manager should:

- explain the purpose and scope of the interview
- encourage the employee to discuss her view of how the year has gone
- discuss the job in terms of its objectives and demands
- encourage the employee to discuss her strengths and weaknesses
- discuss how far agreed objectives have been met
- agree future objectives
- discuss any development needs appropriate to the existing job or the individual's future in the organisation, for example: training, education, work experience
- summarise the plans which are agreed
- if there are disagreements explain how the employee can appeal against her appraisal markings: that is, by advising the HR Department within 5 days of the meeting with reasons for the appeal

During the interview

It is essential to ask questions that draw out the employee's reactions and ideas. Leading questions or questions which only require a 'yes' or 'no' response should be avoided. Your training and experience within the BfN as a Helper or Supporter will have given you skills in this area.

Managers should put employees at ease by beginning their interviews with fairly casual, routine remarks. It is preferable to discuss employees' strong points first and to place emphasis on good work already done. The appraisal format is designed to lead you through this process. Employees should be encouraged to suggest ways in which their good work can be continued and their views sought on how they can achieve further improvement.

Another way to start the interview is for managers to ask employees what successes they feel they have achieved during the past year and which things they are least pleased with.

If it is necessary to improve performance it will be counter productive to gloss over employees' weak points (development opportunities) and stress their good features in order to make the interview as friendly as possible. It is important to encourage employees to discuss their weaknesses openly and ways in which they can improve. Interviewers should not impose their own solutions. These should emerge as a result of joint discussion.

Appraisal Guidance Document

After the interview

Shortly after the interview the manager should summarise in writing the main points of the discussion on the BfN Appraisal Form and the action which was agreed, and give a copy to the employee. Ask the employee to complete the Job Holder's comments box, sign the form electronically or say they agree it and return it to you. You should both keep a copy and send a copy to HR.

If the appraisal scheme is to have credibility, it is essential that managers follow up any points arising from the interview and carry out any agreed action. For example, it may be necessary to organise training or help to overcome any obstacles to the employee's effectiveness which were mentioned at the interview.

Kathryn Phillips

HR Director BfN

October 2010

Staff Handbook Appendix 11

BfN Annual Appraisal Form

Name:	Line Manager:
Job title:	Period covered:
Date:	Start date: (to job)

1. What is your understanding of your main duties and responsibilities?

2. What do you feel has gone well since you started?

3. What do you consider to be your most important achievements of the last year?

4. Tell me about any obstacles you have had to overcome in your job.

5. What do you feel you could have done better?

6. What elements of the job do you like best?

7. What elements of the job do you find the most difficult and why?

8. A summary should be given against the achievement of objectives, where set, for the previous year.

	Objective	Achieved	Comments
1			
2			
3			
4			
5			

9. How could I support you better in your role?

10. What extra training would be useful if any?

11. Objective setting for next 12 Months

Provide summary of SMART objectives for the year ahead, taking into account the aims of the BfN and, the accountabilities of the job

	Objective	How Measured	Target Date
1			
2			
3			
4			
5			

12. Development Objective.

Provide a summary of development priorities for the current role, including suggested solutions, how they will be measured, and expected date of completion, taking into account:
 Objectives set for the year ahead
 Any skills, knowledge and experience required to perform the job effectively

	Development Need	Potential Solution	How Measured	Target Date
1				
2				
3				

13. Comments by job holder:

14. Comments by line manager:

Signature	Signature
Line manager	Job Holder
Date	Date

Staff Handbook Appendix 12

BfN Continuous Professional Development Record Template

This is a working document to help you log, reflect on and plan your professional development. You will find it most useful if you update it as soon as possible after each new learning experience.

Name				
Date	Details of learning or development activity carried out (e.g. course, reading, work-shadowing, taking on new work responsibility)	Describe what you learnt?	Plan how you will put this learning into practice?	Give examples of how this learning has helped your professional practice.



Staff Handbook

Appendix 13

Disciplinary & Grievance Procedure

Last revised December 2010

Disciplinary & Grievance Procedure

BfN Discipline and Grievance Procedure

This document sets out the BfN Discipline and Grievance Procedure. It is intended for use as a guide for a manager or employee while being supported by the HR Team through the process.

If you have any Employee Relations issues please contact either I or Sam Hobbs who will give you any help and support you may need.

Contact:

kathryn.phillips@breastfeedingnetwork.org.uk

Phone: 0845 3282595

or

sam.hobbs@breastfeedingnetwork.org.uk

Phone: 0207 278 6631

Kathryn Phillips
HR Director
Breastfeeding Network

GRIEVANCE PROCEDURE

If an employee has any questions or grievances relating to any aspect of their employment, they may seek redress in the following manner:-

1. In the first instance the employee should refer the grievance orally to their line manager.
2. If the grievance is not thereby resolved or if the employee considers that they have not been fairly treated, the employee may apply in writing to their line manager, and the matter will be dealt with as a formal grievance. A meeting will take place with the employee to discuss the grievance.
3. If the grievance is not thereby resolved or if the employee considers that they have not been fairly treated, the employee may submit an appeal to the HR Director within 5 working days. The HR Director may hear the appeal herself or appoint another Director or manager to do so. An appeal meeting will then take place with the employee the outcome of which shall be final.

PROCEDURE

4. When an employee raises a formal grievance;
 - 4.1 It will be investigated without undue delay. The employer will, as soon as reasonably practicable, establish the facts and, where appropriate, obtain statements from any available witnesses. A hearing will then be arranged to discuss the grievance.
 - 4.2 At any hearing the employee may be accompanied by a colleague or trade union representative of their choice.
 - 4.3 The employee will be informed in writing of the outcome and the reasons for such outcome.
 - 4.4 Such response will be issued no later than 10 days following the conclusion of the investigation. If for any reason it is not possible to respond within this time scale the employee will be given an explanation for the delay and will be told when they will receive a response.

DISCIPLINARY PROCEDURE

INTRODUCTION

1. The disciplinary procedure outlined below is for the purpose of promoting fairness and consistency in the treatment of employees. The procedure will only be used where necessary and may be implemented at any stage if the circumstances warrant such action. The procedure is not contractual but applies to all employees who should familiarise themselves with its provisions.
2. No disciplinary action will be taken until the case has been carefully investigated and the employee has had the opportunity to respond to the allegations, and been made aware of the evidence against them. All disciplinary matters will be dealt with without undue delay.

PROCEDURE

3. INVESTIGATION

When a disciplinary matter arises:

- 3.1 An investigation will take place, as soon as reasonably practicable, to establish the facts and, where appropriate, obtain statements from any available witnesses.
- 3.2 The employee will be informed of the complaint against him/her in writing.
- 3.3 The employee will be allowed access to any relevant information and papers.
- 3.4 Having investigated all the facts the manager will decide whether there is no case to answer, deal with the matter informally or arrange for the matter to be dealt with under the disciplinary procedure.

4. DISCIPLINARY PROCEDURE

Disciplinary & Grievance Procedure

- 4.1 Before a decision is reached or any disciplinary action taken there will be a disciplinary hearing.
- 4.2 The employee will have an opportunity to state their case and answer the allegations that have been made.
- 4.3 The employee has the right to be accompanied by a colleague or union representative at any disciplinary hearing, who shall be entitled to address the hearing but not answer questions on behalf of the employee.

DISCIPLINARY ACTIONS

5 ORAL WARNING

In the case of minor offences the employee will be given a formal oral warning. The employee will be advised of the reason for the warning, the formal nature of the warning and possible future consequences.

6 WRITTEN WARNING

In the case of more serious offences or a repetition of earlier minor offences the employee will be given a written warning, setting out the precise nature of the offence, the likely consequences of further offences and specifying, if appropriate, the improvement required and over what period. This may include a statement that any recurrence or no improvement may lead to a final written warning.

7 FINAL WRITTEN WARNING

In the case of a sufficiently serious offence or a repetition of earlier offences the employee will be given a final written warning, setting out the precise nature of the offence, the likely consequences of further offences and specifying, if appropriate, the improvement required and over what period. This may include a statement that any recurrence or no improvement may lead to a dismissal or to some other action short of dismissal.

Disciplinary & Grievance Procedure

8 DISMISSAL

This stage will normally result from continued failure by the employee to act on previous warnings or an act of gross misconduct. In the case of gross misconduct the employee will normally be dismissed without notice or payment in lieu of notice. The Employer reserves the right in certain circumstances not to dismiss, but to apply the sanction of demotion, or suspension without pay.

If the decision to dismiss is made the employee will be informed in writing as soon as is reasonably practicable of the reasons for dismissal, the date on which the contract between the parties will terminate, the appropriate period of notice and of the right to appeal.

9 SUSPENSION

Where the employee is accused of an act of serious or gross misconduct he/she may be suspended from work on full pay pending the outcome of the disciplinary procedure. Such suspension is not a form of disciplinary action.

10 APPEAL

10.1 In an employee is dissatisfied with a disciplinary decision arising from the formal procedure, he/she may appeal in writing within 5 working days. The employee will be informed in the letter advising them of the disciplinary sanction of the person to whom they may appeal.

10.2 The employee will be informed of the date of the appeal hearing within 5 working days of notice of the appeal being lodged. The appeal hearing will be held as soon as is reasonably practicable.

10.3 Where new evidence arises prior to or during the appeal the employee will be given access to any relevant information or evidence and will have the opportunity to make representations.

10.4 The employee will have the right to be accompanied to any appeal hearing by a colleague or union representative.

Disciplinary & Grievance Procedure

11 OFFENCES

The following are non-exhaustive examples of the sort of offences which, if committed, will normally lead to formal disciplinary action being taken:

- 11.1 Misconduct: poor job performance; abusive behaviour; unpunctuality; any minor breach of the Employer's rules; negligence resulting in minor loss, damage or injury; failure to comply with a specific instruction; irresponsibility in relation to the Employer's employees; activities or impropriety in relation to the employee's tasks for the Employer, whether or not within working hours.
- 11.2 Gross misconduct: negligence resulting in serious loss, damage, or injury; assault or attempted assault; theft; malicious damage to property; wilful disregard of duties or of instructions relating to the employment; breach of confidence relating to the Employer; falsification of records; or conviction on a criminal charge; sexual, racial or other harassment of a fellow employee; being intoxicated at work due to drugs or alcohol; failing a company drugs test; breach of employer policies or procedures.

12 RECORD KEEPING

- 12.1 A copy of all formal warnings will be kept on an employee's personal file
 - 12.1.1. A note of an oral warning will be retained for a period of six months
 - 12.1.2. A copy of a written warning will be retained for a period of twelve months
 - 12.1.3. A copy of a final written warning will be retained for a period of twelve months.

- 12.2 If an employee's breach of the Employer's rules is dealt with under the formal disciplinary procedure, a record will be kept of the breach, the employee's defence or mitigation, minutes of the disciplinary hearing, the action taken and reasons for it, whether an appeal was lodged, its outcome and any subsequent developments. These records are confidential and will be retained on the employee's personal file in accordance with the Data Protection Act 1998.



Staff Handbook

Appendix 14

Whistleblowing Policy

Whistleblowing Policy

Policy objective

To ensure that all those who work and volunteer for The Breastfeeding Network (BfN) are able to raise concerns about safety, misconduct or malpractice in relation to the organisation and its activities.

Who is covered by this policy?

This policy applies to all employees, sessional workers and volunteers of The Breastfeeding Network.

Background to the policy

Many of us have concerns at one time or other about what is happening at work. Often these concerns can easily be resolved. However, when the concern feels serious because it is about a possible danger, professional misconduct or financial malpractice that might affect service users (mothers and babies), colleagues or the BfN itself, it can be difficult to know what to do.

You may be worried about raising such an issue and may think it best to keep it to yourself, perhaps feeling that it is none of your business or that it is only a suspicion. You may feel that raising the matter would be disloyal to colleagues, to managers or to the BfN.

You may have said something already but found that you have spoken to the wrong person or raised the issue in the wrong way and are not sure what to do next.

The board of Directors of The Breastfeeding Network is committed to running the organisation in the best way possible and to do so we need your help.

Purpose of the policy

The purpose of this policy is to reassure you that it is safe and acceptable to speak up and to enable you to raise any concern you may have at an early stage and in the right way.

Rather than wait for proof, we would prefer you to raise the matter when it is still a concern.

If something is troubling you which you think we should know about or look into, please use the following procedure. If, however, you wish to make a complaint about your employment or how you have been treated, please refer to the The BfN Disciplinary and Grievance Procedure in Appendix 9 of the Staff Handbook and the section on page 25 of the Staff Handbook on Bullying and Harassment.

Whistleblowing Policy

Our commitment to you

Your safety

The Directors of The Breastfeeding Network are committed to this policy.

If you raise a genuine concern under this policy, you will not be at risk of losing your job or suffering any detriment (such as a reprisal or victimisation).

Provided you are acting in honesty, it does not matter if you are mistaken or if there is an innocent explanation for your concerns. So please do not think we will ask you to prove it.

Of course we do not extend this assurance to someone who maliciously raises a matter they know is untrue.

Your confidence

With these assurances, we hope you will raise your concern openly. However, we recognise that there may be circumstances when you would prefer to speak to someone in confidence first.

If this is the case, please say so at the outset. If you ask us not to disclose your identity, we will not do so without your consent unless required by law.

You should understand that there may be times when we are unable to resolve a concern without revealing your identity, for example where your personal evidence is essential. In such cases, we will discuss with you whether and how the matter can best proceed.

Please remember that if you do not tell us who you are it will be much more difficult for us to look into the matter. We will not be able to protect your position or to give you feedback. Accordingly you should not assume we can provide the assurances we offer in the same way if you report a concern anonymously.

How to raise a concern

If you are unsure about raising a concern at any stage you can get independent advice from a trade union representative or *Public Concern at Work* (see contact details under Independent advice below).

Please remember that you do not need to have firm evidence before raising a concern. However, we do ask that you explain as fully as you can the information or circumstances that gave rise to your concern.

Whistleblowing Policy

Step one

If you have a concern about a risk, malpractice or wrong-doing at work, we hope you will feel able to raise it first with your line manager or supervisor.

This may be done verbally or in writing.

Step two

If you feel unable to raise the matter with your line manager or supervisor, for whatever reason, please raise the matter with:

Kathryn Phillips, Human Resources Director on 0845 3282595 or
kathryn.phillips@breastfeedingnetwork.org.uk

or

Sam Hobbs, Human Resources Customer Services Advisor on 0207 278 6631 or
sam.hobbs@breastfeedingnetwork.org.uk

If you want to raise the matter in confidence, please say so at the outset so that appropriate arrangements can be made.

Step three

If these channels have been followed and you still have concerns, or if you feel that the matter is so serious that you cannot discuss it with any of the above, please contact the Board of Directors of The Breastfeeding Network on

directors@breastfeedingnetwork.org.uk

How we will handle the matter

Once you have told us of your concern, we will assess it and consider what action may be appropriate. This may involve an informal review, an internal inquiry or a more formal investigation. We will tell you who will be handling the matter, how you can contact them, and what further assistance we may need from you. If you ask, we will write to you summarising your concern and setting out how we propose to handle it and provide a timeframe for feedback.

If we have misunderstood the concern or there is any information missing, please let us know.

When you raise the concern it will be helpful to know how you think the matter might best be resolved. If you have any personal interest in the matter, we do ask that you tell us at the outset. If we think your concern falls more properly within our grievance, bullying and harassment or other relevant procedure, we will let you know.

Whistleblowing Policy

Whenever possible, we will give you feedback on the outcome of any investigation. Please note, however, that we may not be able to tell you about the precise actions we take where this would infringe a duty of confidence we owe to another person.

While we cannot guarantee that we will respond to all matters in the way that you might wish, we will strive to handle the matter fairly and properly. By using this policy you will help us to achieve this.

Independent advice

If you are unsure whether to use this policy or you want confidential advice at any stage, you may contact your union or the independent whistleblowing charity *Public Concern at Work* on 020 7404 6609

or by email at helpline@pcaw.co.uk.

Their lawyers can talk you through your options and help you raise a concern about malpractice or wrongdoing at work.

External contacts

While we hope this policy gives you the reassurance you need to raise your concern internally with us, we recognise that there may be circumstances where you can properly report a concern to an outside body. In fact, we would rather you raised a matter with the appropriate regulator than not at all.

Your union or *Public Concern at Work* will be able to advise you on such an option if you wish.

Monitoring oversight

The BfN Board of Directors is responsible for this policy and will review it annually. The HR team will monitor the daily operation of the policy and if you have any comments or questions, please do not hesitate to let Kathryn Phillips or Sam Hobbs know on the telephone numbers or at the email addresses given above.