

PRIVATE AND CONFIDENTIAL



ROYAL NAVY FOOTBALL ASSOCIATION

Charity Number 1164897

EMPLOYEE HANDBOOK

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Welcome

It is with great pleasure that we welcome you to our organisation. We hope that you will find working as part of the Royal Navy Football Association (RNFA) Team both interesting and rewarding.

As you are probably already aware, we operate as a County FA, contributing to the Football Association's National Game Strategy. We are also the responsible for delivery and governance of football on behalf of the Royal Navy. We depend on the skills of our employees to achieve our business objectives and to uphold our reputation for the quality of the services we provide to our stakeholders and partners. We are committed to helping employees perform well in their jobs and will encourage and support all employees in their continuous professional development.

This Handbook has been prepared to provide you with key information regarding your employment. We trust you will find it both useful and informative. If there is anything you don't understand or wish to have clarified, please do not hesitate to contact your Line Manager or the Chief Executive.

May we again extend our welcome to you, and wish you every success for a long and enjoyable future with the Association.

Yours sincerely,

Steve Johnson

**Steve Johnson
Chief Executive**

INTRODUCTION TO THE HANDBOOK

This Employee Handbook is your guide to the Royal Navy Football Association, referred to as the RNFA and the Association throughout this Handbook. The policies and procedures set out in this Staff Handbook apply to all staff and therefore apply to managers, officers, employees, trainees, home workers, part-time and fixed-term employees, casual and agency staff (collectively referred to as 'staff' in this policy). They do not apply to volunteers except where the relevant policy or procedure expressly states that it applies to volunteers. It provides supplementary information to your Employment Agreement. If you have recently joined us or if you have been with the Association for some years, it provides information on:

The Employer takes its role as a provider of football for under 18s very seriously. Their well-being is paramount in all decisions taken by us. Therefore, in addition to this Staff Handbook, you should familiarise yourself with our internal safeguarding procedures and The FA's safeguarding policy and procedures which can be accessed here: <http://www.thefa.com/football-rules-governance/safeguarding>

We would urge you to read it and keep it safe for on-going reference. Wherever there is a text reference to 'your Manager', it means the person to whom you report, whatever that person's actual title may be.

In case of doubt, if there are any discrepancies between the handbook and your contract, your contract is the primary document.

RNFA staff work closely with MoD military and civilian staff in MoD Establishments, however you should always remember that you are employed by the RNFA and RNFA Terms of Employment apply. RNFA staff working in HMS Temeraire are to comply with the direction and guidance contained within the HMS Temeraire Standing Orders. In cases of doubt or conflicting requirements, you should raise the issue with the Chief Executive.

IMPORTANT NOTICE

The Association reserves the right to make alterations to the contents of this Handbook that may be necessary over time. These will be communicated to you in writing or by email.

If you have printed a copy of the Handbook, we recommend that you make a note of any changes as they occur.

Background to the Royal Navy Football Association

The RNFA were founded in 1904.

The Royal Navy Football Association (RNFA) serves a unique community, with a very specific demographic profile that is dispersed globally and with centres of concentration throughout the United Kingdom.

The RNFA is managed by a small dedicated workforce comprising a mix of civilian and service personnel, full time, part time and volunteer.

We strive to provide innovative solutions in:

- Growing the game and our volunteer workforce.
- Provide playing opportunities for all players, whatever their level.
- Communicate to our customers and partners and then respond to their needs and wishes.
- Improve the quality of our coaches.

Our Vision

The Royal Navy FA want our people to **Aspire, Believe, Commit and Develop** in all areas of the game.

Our Mission

The Royal Navy Physical Development (PDev) Strategy recognises that for men and women to be fully effective, they must be physically and mentally fit and possess the qualities of self-discipline, stamina, courage and a competitive spirit. These qualities are embedded during basic training and enhanced through operational experience and a vibrant programme of Sport, Fitness and Adventure. As the most popular sport played in the Royal Navy and Royal Marines, the Royal Navy FA has a key role to play in this strategy of ensuring our people are fit to fight and fit for life.

Our Values

Our values are distilled into three core statements:

Integrity – we will act with honesty and transparency in all our dealings;
Inclusiveness – we will recognise and celebrate the diversity in the sector;
Teamwork – we will always behave in a way that strengthens the sector.

TERMS & CONDITIONS OF EMPLOYMENT

GENERAL

This section of the Handbook provides information relating to the Terms and Conditions of your employment in addition to bespoke conditions defined in your employment agreement.

RECRUITMENT AND SELECTION PROCESS

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

All employees will be made aware of any opportunities in order to facilitate internal moves and, if applicable, promotions wherever possible as development opportunities for staff.

In applying for posts, all candidates will be provided with a job description and person specification. A brief statement about the appointment procedure will also be provided and, if possible, an indication of the date (or week) when interviews will be held. The job description will include a list of the main duties and responsibilities of the post, together with an outline of the qualifications and experience which candidates are expected to possess.

In drawing up the job description the association will ensure that no job applicant receives less favourable treatment than another on the grounds of disability, gender, race, religion or belief, age, sexual orientation, marital status, parental status, caring responsibilities or hours of work, and that no applicant is placed at a disadvantage unjustifiably by requirements or conditions which have a disproportionately adverse effect on a particular group.

Applicants will be asked to specify whether they have any disabilities, as defined in the Equality Act 2010, and whether there are any reasonable adjustments needed for them to attend an interview. All applicants with a disability who meet the essential criteria for a job will be interviewed, and considered on their merits

Applicants will be required to supply the names and addresses of two people from whom references can be obtained, one of which should normally be the applicant's current or most recent employer.

References will normally be sought after interview prior to any offer, unless the candidate indicates otherwise. Offers made will be conditional on satisfactory references, successful security clearance, disclosure and barring service (DBS) check.

References should normally be made in writing or email, but those received by telephone will be accepted, provided that a note of the conversation is recorded and placed on file.

Applicants will also be required to declare if they are related to any member of staff within the Association. No manager will be involved in interviewing a person to whom they are related.

A shortlist of candidates will be drawn up for interview, based entirely on merit and suitability for the post but taking account of responsibilities in relation to the Equalities Act 2010.

Interviews will be held by a panel comprising of at least three persons. The interviewers will encourage candidates to be at ease during the interview, in order that they can give a fair and accurate impression of themselves.

A set of questions will be agreed by the interview panel in advance and will be developed from the current job description for the post. The panel will seek to develop questions which ask the candidates to give examples of their previous relevant experience. All candidates will be asked the same questions. The panel will each have a copy of the questions and will score independently of each other during the interview. Time is allocated between interviews for the panel to discuss each candidate and to award a total point's score.

It should be remembered that an interview is a two way process, and candidates will be given every opportunity to view the offices where they will work and ask questions about the RNFA, to ensure that they have a full understanding of the post for which they are applying and the way the Association operates.

In addition to interviews, a range of other selection techniques may be used such as IT tests, admin tasks and presentations. In such circumstances reasonable notice and relevant information will be given to ensure that candidates have sufficient time and information to prepare.

All appointments will be made strictly on merit and related to the requirements of the job and will be made based upon feedback provided from all members of the selection panel. No one manager alone will have sole responsibility for making hiring decisions unanimously.

All interviewed candidates will be notified of the outcome of the selection process as soon as possible, either by telephone or letter. All unsuccessful candidates' details and interview notes will be retained for six months from the date of interviews taking place. After this date they will be destroyed.

REFERENCES & PROBATIONARY PERIOD

It is made known to all employees joining the RNFA that your employment is conditional upon the receipt of satisfactory references and acceptable performance during the probationary period set out in your employment agreement.

Probationary periods are automatically extended to cover any holiday taken within your probationary period.

ELIGIBILITY TO WORK IN THE UK

You will be required to provide confirmation of your eligibility to work in the UK. This will include a copy of your passport or birth certificate, your EU Workers Registration Card if applicable, and details of your current national insurance number. Employment with the RNFA is strictly conditional upon your eligibility to work in the UK.

DISCLOSURE AND BARRING SERVICE CHECK

Due to the nature of the work performed by the RNFA, the Association may be required to undertake police referencing checks with the Disclosure and Barring Service (DBS) at the beginning of your employment or at any time during your employment. Your consent and co-operation in meeting any regulatory requirements is essential in respect to the Association's business, and is appreciated. Your employment with the RNFA, and continued employment, is strictly conditional upon the receipt of a satisfactory DBS check if one is required.

SECURITY CLEARANCE

Due to the RNFA being located on Ministry of Defence property you will be required to undertake Ministry of Defence Security Vetting. Your employment with the RNFA, and continued employment, is strictly conditional upon the receipt of a satisfactory security clearance.

PRE-EMPLOYMENT MEDICAL QUESTIONNAIRE

The RNFA may ask you to complete a medical questionnaire and if necessary, attend a Pre-Employment Medical. This would be a standard medical carried out by a Doctor appointed by the Association to ensure that you are fit to take on the responsibilities of your job. If so, your employment with the RNFA will be conditional upon a satisfactory report being received from the Doctor.

PLACE OF WORK & TRADING ADDRESS

Your normal place of work is described in your employment agreement. The Association's registered office is, Room G32, HMS TEMERAIRE, Burnaby Road, Portsmouth, PO1 2HB. The Chief Executive can be contacted on 023 9257 3025. The Associations website is www.royalnavyfa.com Charity Number: 1164897

HOURS OF WORK

The hours of work that apply to your job will have been set out in your employment agreement. Additional hours may be required in order to meet the needs of the business and you are asked to co-operate with any reasonable request to work additional hours.

WORKING HOURS (WORKING TIME REGULATIONS)

Under the Working Time Regulations there is a 48 hour limit on the average number of weekly hours worked over a 17-week period. You may give your consent to be excluded from the average 48-hour limit, but are under no obligation to do so.

If you do, or think you are likely to, work in excess of 48 hours per week over a 17-week period, you should contact your Manager who will ask you to sign a separate agreement, at Appendix A, giving your consent to this. If, in the future, you do not wish to work more than an average of 48 hours, you can withdraw your agreement by giving 3 months' notice, in writing, to the Chief Executive.

FLEXIBLE DUTIES

You are required to undertake whatever duties may be necessary in order to fulfil the needs of the business. This may involve you providing support to other functional areas of the Association although you would only be expected to provide support in areas that were generally within your own work scope or level of ability. Flexibility is essential and your co-operation in this matter is appreciated.

PAYMENT METHOD & INTERVALS

You are paid monthly on or around the last day of each month. If this day falls on a weekend or a bank holiday, your payment will be made to you on the previous working day. Payments are made by electronic transfer directly into your nominated bank or building society account.

The Association reserves the right to alter the method or intervals of payment, and will give you a minimum of 2 months' notice to any change. The Association will take all reasonable steps to

ensure that you are paid on the correct day. However, if factors out of the control of the RNFA result in a delay to the salary payment arriving in your bank account, the Association will not accept responsibility or provide any compensation except at the absolute discretion of the Chief Executive.

PAYMENTS & PAY SLIPS

When you are paid you will receive an email containing your pay advice slip detailing your gross pay, any deductions such as tax, National Insurance and pension contributions, and your net pay. If you have queries about any deductions made, you should first contact the Financial Administrator or Chief Executive.

CALCULATING A SINGLE DAY'S PAY

A single day's pay for monthly paid employees (working a 5-day week) is calculated by taking the annual salary and dividing this by 260 (working days in the year).

OVERPAYMENTS & ERRORS

Although unlikely, mistakes may occur with the calculation and payment of salaries. You should always check your payslip, and in the event of any discrepancy, raise the matter immediately. If there is an underpayment, the Association will correct this by making a payment to you. In the event of making an overpayment or an incorrect deduction of tax or National Insurance, you agree that a deduction/adjustment will be made to your next payment. If an overpayment is not noticed for some time, you agree that the Association will reclaim the overpayment by making deductions from your salary, possibly on a deferred payment basis and by agreement with you.

DEDUCTIONS FROM SALARIES

The RNFA reserves the right to make deductions from your salary (including normal remuneration, notice pay, holiday pay, sick pay or any other pay that may be awarded to you) for any monies owed to the Association. This may include, but shall not necessarily be limited to, a failure to attend for work in accordance with your contract; repayment of salary advances; parking or speeding fines directed to the Association; accident insurance excesses; expense floats; training courses; negligent damage to vehicles used on Association business; monies relating to the Cycle to Work scheme; failure to return Association property when requested; security passes; replacement security passes; payment in lieu of notice if gross misconduct is discovered after you leave the employment of the Association; and any negligent damage to any property or equipment owned by the RNFA. The rate at which any deductions are made will normally be with your agreement. In the event of termination however, all monies will become immediately payable to the Association. The RNFA reserves the right to make a deduction from your final payment for any sums that are due at your time of leaving.

PAY REVIEWS

Pay reviews are held annually in October. Pay increases are completely at the discretion of the Board of Trustees and take into consideration individual performance and the overall performance of the Association. Any pay increases, if awarded, will become effective from, and will be backdated to (if necessary) a date set by the Board of Trustees.

INCOME TAX OFFICE

If you need information relating to the RNFA's Tax Office or PAYE registration number, please contact the RNFA Financial Administrator.

ASSOCIATION CREDIT CARD

The RNFA may issue you with a Association credit card. The credit card should be kept by you safely and securely, and used to pay for expenses that you may incur in the course of the Association's business. The credit card should not be used to withdraw cash.

This Association credit card is issued to specific staff members and will be controlled by the conditions justified at the time of first issue, which may be amended in the light of experience.

This credit card is the property of the RNFA and must not be used, in any circumstances, for personal expenditure. You must return the card to the RNFA at any time upon demand and in any event, when you leave the employment of the Association. The RNFA reserves the right to make a deduction from your salary for any unauthorised expenses.

OCCASIONAL EXPENSES FLOAT

On occasions, you may be provided with a float for expenses that you may incur whilst travelling on behalf of the RNFA. The sum of the float will be agreed with you at the time and you will be asked to sign for the total sum of the float. Generally, you should return the balance of the float together with receipts for the expenses you have incurred at the end of the agreed period.

Depending on the circumstances, the RNFA may agree to provide you with an expenses float on a permanent basis whilst you are employed with the Association. Expense floats become repayable to the RNFA at the end of your employment and therefore, the total amount of any outstanding balance on the float will be deducted from your final salary payment.

CHANGES IN PERSONAL DETAILS

The RNFA holds certain information on all employees in either a written or computerised format in accordance with the Data Protection Act 1998. This includes both personal information (e.g. name, address, employment history, emergency contact details, etc.), and other information that is necessary for processing the payroll, taxation or legal purposes. In addition to this, the Association holds any relevant correspondence that is either issued or received during your employment on your personnel file. If you do not consent to the RNFA holding or maintaining personal information, you should confirm this in writing to the Chief Executive Officer (CEO).

You are asked to notify the CEO of any changes to the information that is held including:

- Your name, home address, telephone number and marital status;
- Your bank details;
- Your next of kin and/or emergency contact names;
- Any further qualifications or memberships of relevant societies;
- Your beneficiaries (expressing wishes relating to the pension scheme);
- Any loss of driving licence or endorsements if you drive on behalf of the Association

It is expected that you have given correct details concerning age, qualifications and grad examinations. It is a disciplinary offence to provide false information.

ACCESS TO PERSONAL RECORDS

Under current legislation, all employees have the right to request a viewing of the personal data held on their files. If you would like to view this, you should request this in writing from the CEO. Employers have to respond to requests to view files within forty days, by law, as the data may have to be collated from a variety of different internal sources. The RNFA confirms that the Association will respond to any requests received within this period of time.

DUTY TO REPORT MISCONDUCT

Should any matters of concern come to your attention, you must report them immediately to the CEO. The RNFA sees it as your duty to report any acts of misconduct, dishonesty, bribery, breach of Association rules or any of the rules of regulatory bodies committed, contemplated or discussed by any other employee or third party.

The Association will treat whatever you have reported with confidentiality so far as this is practicable. Should you fail to act in accordance with these provisions, the RNFA reserves the right to treat this as a disciplinary matter.

CONFIDENTIAL INFORMATION

During the course of your employment with the RNFA, you will have access to confidential information. Examples include but are not limited to personal or business information relating to existing and prospective benefactors, beneficiaries, employees, or trustees, business relationships, current or projected plans or internal affairs of the Association, contact details for colleagues and associates, passwords, Ministry of Defence privileged information and security arrangements.

To protect the business of the RNFA you are expressly forbidden, either during or after your employment, to disclose any confidential information relating to the RNFA either verbally or in writing to any person or Charity, or make uses of any such information, without the prior written consent of the CEO. This clause shall not affect the Association's common law rights. The RNFA reserves the right to seek adequate compensation and an injunction if this obligation is not fulfilled.

CONFLICT OF INTEREST

Before engaging in any other employment outside of the RNFA, you should gain written permission from the CEO. Although permission will not be unreasonably withheld, it may not be given or may be withdrawn if the 'other' employment interferes or affects, in any way, your ability to effectively carry out your duties, or causes a conflict of interest. If permission is given for you to engage in other employment, and the total amount of hours you work (by combining all paid working hours) exceeds 48 hours per week, you will be required to complete a Working Time Consent Form at Appendix A, contracting yourself out of the Working Time Regulations.

PUBLIC APPEARANCES & COMMENTS IN THE PUBLIC DOMAIN

To protect the business of the RNFA you are expressly forbidden, either during or after your employment:

- To directly or indirectly publish, or place into the public domain (including social media sites), any opinion, fact or material on any matter connected with or relating to the business of the RNFA or beneficiary or benefactor of the Association that may be considered to be negative, damaging or detrimental without the prior written approval of CEO;
- To make any public appearances or comments to the media (including all areas of the public domain) on any matter connected with or relating to the business of the RNFA without the prior written approval of the CEO.

Any requests for comments, opinions or public appearances should be referred to the CEO

This does not affect your right to disclose appropriate information to relevant bodies under the Public Disclosure Act 1998.

NOTICE PERIODS

The notice period that the RNFA is required to give you is detailed in your employment agreement. In addition to this, all employees have a statutory entitlement to minimum notice periods and you will receive whichever is the greater (the stated notice period in your agreement or the period as detailed below):

- 1 week notice, up until 3 months continuous employment (CP);
- 4 weeks' notice from continuous employment between CP and 4 years
- 1 additional week for each year of continuous employment between 4 and 12 years;
- 12 weeks' notice, if the period of employment is in excess of 12 years.

The RNFA reserves the right to transfer you to alternative work for the duration of your notice period if this is considered appropriate to satisfy the needs or protect the interests of the business.

NOTICE PERIOD BY EMPLOYEE

The length of notice you are required to give the RNFA for the termination of your employment is detailed in your employment agreement.

PAYMENT IN LIEU OF NOTICE

If the RNFA does not require you to work your notice period, or be placed on Garden Leave, the RNFA reserves the right to make a payment in lieu of notice. This means that you may be paid for the period of notice that would have been worked. In these circumstances your date of termination will be your last day of work with the Association, and all property belonging to the RNFA should be returned on this day. Any entitlement that you have to benefits including the accrual of holidays, pension contributions, private healthcare, life assurance etc. terminates on your last day of work. If gross misconduct is discovered after you leave the employment of the Association then the RNFA reserves the right to not make, or to reclaim, any payment in lieu of notice.

PLANNING FOR THE FUTURE

The RNFA values the contribution of every employee throughout their working life. The RNFA appreciates there are many different life events that may affect an employee's plans and their work/life decisions. When you are considering any change, the Association would appreciate as much notice as possible from you so that the impact of any change can be effectively managed and planned for.

The RNFA reserves the right to enter into consultation with any employee regarding their on-going employment if there are any matters which need discussion in relation to continuing satisfactory performance in a role, manpower and succession planning or if there are any health and safety concerns.

HOLIDAYS

ANNUAL HOLIDAYS

The RNFA holiday year runs from January to December. Your holiday entitlement is detailed in your employment agreement. Holiday entitlement for part-time employees is calculated on a pro-rata basis.

During the first year of your employment with the RNFA, your entitlement to paid holiday may be restricted to the amount of holiday you have accrued. Your holiday entitlement accrues monthly, in advance, at the rate of one-twelfth of the annual entitlement each month.

Should you leave the RNFA part way through the holiday year, your entitlement will be calculated as a proportion of your annual entitlement and will correspond to the part of the holiday year for which you are employed?

ASSIGNMENT OF HOLIDAY

The RNFA normally closes for business between Christmas and New Year. Unless advised to the contrary, the RNFA will assign up to 4 days of your holiday entitlement.

In the event that you join the RNFA close to this period, and do not have enough holiday entitlement for the current holiday year to cover the closure period, you may either elect to take this period unpaid or use holiday entitlement from the next holiday year.

BOOKING HOLIDAYS

Holidays must be agreed in advance with your Manager as early as possible but, in any event, a minimum of 4 weeks' notice must be given for holidays of 2 weeks. Holidays must not be booked until they have been agreed, authorised and signed by your Manager on your Annual Leave Card. Generally, holidays should not be taken within your probationary period unless this has been expressly agreed with you at your interview or when you accepted the offer of employment. Management will try to accommodate individual preferences for holiday dates, but the needs of the business may have to take precedence, especially during peak working periods or holidays, as it is essential that adequate cover is maintained. In normal circumstances, no more than 2 weeks' holiday may be taken at any one time and no more than 8 days as single day holidays.

HOLIDAY LIMITATIONS

You must take your holiday within the current holiday year, as holidays cannot be carried forward to the next year without the prior written authorisation of your Manager. Authorisation to carry forward unused holiday entitlement will only be given in exceptional circumstances and up to a maximum number of days written in your contract of employment. Days carried forward must be used within the first quarter of the holiday year. No payment will be made in lieu for holidays not taken in the current holiday year.

HOLIDAY PAYMENTS

Payment for your annual holiday is based and calculated on your regular normal earnings.

A payment in lieu will be made to you for any accrued holiday entitlement that is outstanding, should you leave the RNFA. This payment in lieu will only apply to unused, accrued holiday entitlement from the current holiday year. If you have taken more paid holiday than you have accrued when you leave, the RNFA will make a deduction from your final pay for the amount owed to the Association. The RNFA may require you to take any unused holiday entitlement during your notice period.

BANK HOLIDAYS

In addition to your annual holiday entitlement, you are entitled to the recognised bank and public holidays that fall in each full holiday year (pro-rata for employees working on a part-time basis).

On occasions, and dependent on the needs of your working area, you may be required to work on a bank or public holiday. If so, you will be provided with a compensatory day off.

HOLIDAYS & SICKNESS

If you are sick during your holiday you must follow the absence notification procedure. Providing you correctly notify and provide medical evidence of your sickness, you will be paid in accordance with the Association's sick pay arrangements and will be entitled to holiday to cover the period of absence up to the current statutory minimum holiday entitlement. A Doctor's Certificate or medical evidence will be required for any period for which holiday is being claimed, regardless of the length of absence as self-certification will not be acceptable in these circumstances. Bank and public holidays qualify for sickness payment purposes only and you cannot claim for holiday for any of these days.

ABSENCE – SICKNESS OR INJURY

ABSENCES FROM WORK

You are required to co-operate fully with management to enable complete and accurate records to be kept in respect of all absences from work, whether agreed in advance or otherwise.

If during your working day, you feel ill and need to leave work, you must let your Manager know immediately. Failure to notify properly may be dealt with under the Disciplinary Procedure and may result in a loss of payment or benefit.

NOTIFICATION PROCEDURE

If you cannot attend work you (or someone on your behalf) must verbally inform your Manager or the CEO as soon as possible (and within 1 hour of your normal start time) on your first day of absence. You should advise why you are absent, when you expect to be able to return to work and what needs to be managed in your absence. You should continue reporting your progress to the Association on each additional day of absence, within the same time frame as detailed above unless this is covered by a medical certificate issued by your Doctor. You should report to your Manager as soon as you return to work.

Your Doctor may issue you with a Fitness to Work Certificate (Fit Note) indicating that you may be fit to return to work before you have made a full recovery. They may include detailed recommendations to enable you to make an earlier return to work. Your Manager will discuss these recommendations with you and the Association will consider whether they are able to be accommodated. You should be aware that reductions in working hours may affect remuneration. Any decisions regarding these recommendations are made at the absolute discretion of the CEO and must be accepted as final.

If the RNFA has concerns about your fitness upon return, the Association may require you to return home and attend a medical examination by a Doctor, appointed by the Association, before resuming work. If so, you will continue to be paid SSP or Association Sick Pay in accordance with the guidelines, until such time as the RNFA Doctor has authorised your return.

ABSENCE PROCESS

Each case of sickness will be dealt with on a case by case basis and upon the return to work, the employees manager will conduct a return to work interview where a review of absence history will be taken into account. The return to work interview will also be a chance for management to check the employee is well enough to be back at work and whether any changes at work need to be implemented. After 10 days of sickness in a 12 month period, the employee may be unpaid if any further sick days are taken.

SHORT TERM ABSENCE TRIGGER LEVELS

- Up to 3 occasions or 6 days of absence – Appropriate response from Manager dependant on Return to Work Interviews.
- Employees 4th occasion or 7 days of absence – Consider Verbal Warning and monitoring.
- If no improvement is made after Verbal Warning and employee hits 5th occasion or 8-9 days of absence – Consider 1st Written Warning and monitoring.
- If no improvement is made after 1st Written Warning and employee hits 6th occasion of absence or 10 days – Consider Final Written Warning and monitoring.

- If no improvement is made after Final Written Warning and employee hits 8th occasion of absence or 12 days – Consider Dismissal with HR support.

Please note - occasions and number of days absent should be taken over a rolling 12 month period. Long term sickness may be treated on a case by case basis.

MEDICAL CERTIFICATES

Self Certification

If you are absent for 7 calendar days or less (including 1 single day), you must complete a RNFA self-certification form (at Appendix C) as soon as you return to work.

Medical Certificates

If you are absent for 8 or more calendar days you must send to the RNFA, on the eighth day of absence, a Fit Note certificate signed by your Doctor. Thereafter, you must continue to send in medical certificates at weekly intervals, unless your Doctor agrees to sign them for longer periods.

Prompt Receipt of Certificates

All certificates should be promptly given or sent to the CEO and a copy will be kept on your personal file.

Return to Work Interviews

All managers must conduct a return to work interview after any absence to ensure the employee is fit to work. If you have had several occasions of absence, your manager may take this opportunity to discuss this with you.

Managers, please see the Return to Work document for more information on how to conduct a RTW interview at Appendix D.

MEDICAL EXAMINATION

The RNFA reserves the right to require you to attend a medical examination with your own Doctor, or a Doctor appointed by the Association if you are absent from work due to sickness or before returning to work from a period of sickness. If so, you will be asked to sign a consent form and may be given the opportunity to state whether you wish to see a copy of the medical report before it is forwarded to the RNFA. The Association also reserves the right to suspend you if you are found to be incapable of carrying out your job due to medical reasons.

You are also required to comply with a request to allow the Association access to your medical notes or records where they are relevant to a work related issue. In these circumstances, The RNFA will clearly set out the reason for the request and the purpose for which the notes will be used. Medical notes or records will only be retained by the Association for as long as the relevant medical issue is being dealt with and then they will be destroyed. If you wish, you may be present when the medical notes are destroyed.

SICKNESS PAYMENTS

You may be eligible for either Association or Statutory Sickness Payments (SSP). However, to be eligible, you must comply with the procedures for notification and certification of any absence as detailed.

RNFA SICK PAY

In addition to Statutory Sick Pay (SSP), which is included in any sickness payments made to you by the Association, the RNFA operates a Sick Pay Scheme, which differentiates between short and long term absence. Any payments for absence due to sickness or injury are made at your basic rate of pay and at the complete discretion of the CEO and the Board of Trustees.

Payments will only be made provided the procedure of notification and certification is followed. Any abuse of the RNFA Sick Pay Scheme will result in the CEO withholding payment for the period of sickness being claimed and dealing with the matter through the Disciplinary Procedure. Any salary paid by the Association in respect of any period of absence resulting from the negligence of a third party is recoverable by the Association out of any damages that are paid by, or on behalf of, a third party.

Short Term Absences:

Generally, short term absences are paid according to your length of service with the Association as set out below.

- | | |
|---------------------------------|---|
| During your Probationary Period | • No RNFA Sick Pay - SSP from the fourth day of absence |
| From Probation onwards | • Maximum of 10 working days in a 12 month period |

Long Term Absence:

It is the Association's intention to ensure that employees do not incur any financial burden in the event that they are hospitalised or certified unfit for work for a prolonged single period of time due to surgery or other medical condition. Again payments are discretionary and are linked to the length of your employment with the RNFA. A guide to the payments, which are inclusive of any payments made under short-term absence (see above) are set out below.

- | | |
|----------------------------------|---|
| During your Probationary Period | • No RNFA Sick Pay - SSP from the fourth day of absence |
| From end of Probation to 2 years | • Maximum of 6 weeks pay in the 18 month period |
| From 2 years to 5 years | • Maximum of 8 weeks pay in any 12 month period |
| Over 5 years of employment | • Maximum of 12 weeks full-pay and 12 weeks half-pay in any 12 month period |

STATUTORY SICK PAY (SSP)

Statutory Sick Pay (SSP) is paid by the Association in accordance with the guidelines issued by the Department for Work & Pensions. Providing you meet the statutory weekly wage requirement and have notified and certified the sickness correctly, you will normally be entitled to SSP for any sickness absence of 4 or more days up to a maximum of 28 weeks. If your entitlement to SSP is longer than your entitlement to RNFA Sick Pay, SSP will continue to be paid to you for the time allowed.

Any additional payments that may be made to you during any period of sickness are at the absolute discretion of the CEO, and therefore any decisions made by the Association must be accepted as final.

FREQUENT ABSENCES

In the event of frequent absences, the Association may request that you provide confirmatory medical evidence and/or visit a Doctor appointed by the Association. In addition, self-certification may not be adequate and the RNFA may require you to provide Fit Note for these absences. The Association will either pay directly or reimburse you for any costs incurred in obtaining a medical certificate in this situation. Unacceptable levels of absence may be dealt with through the Disciplinary Procedure if this becomes necessary.

LONG TERM ABSENCES

If you are, or are likely to be, absent from work for 4 working weeks or more, the Association may request that you attend a medical examination by a Doctor appointed by the Association, or may ask for your written consent to enable the RNFA to seek a medical report from your own Doctor. The Association reserves the right to restrict the accrual of paid holiday to the statutory minimum holiday entitlement after 4 weeks of long term absence.

ACCIDENTS AT WORK

If you meet with an accident whilst at work or on the RNFA premises, your injuries must be assessed by a Qualified First Aider (if one is available) and reported immediately to your Manager. All accidents must be recorded by your Manager in the official Accident Book. Any payments for absence will be paid in line with the RNFA Sick Pay Scheme provided that:

- Your absence is verified by your Manager as having been properly reported and investigated;
- You complete a medical self-certification form or send a Fitness to Work certificate to the RNFA on the eighth day of absence and regularly thereafter, until you are fit to resume work;
- If you are still having problems after 90 days you may be entitled to claim Industrial Disablement Benefit on top of your SSP benefit (this applies only to accidents at work).

MEDICAL SUSPENSION

The Association reserves the right to suspend any employee on medical or health and safety grounds.

STRESS RELATED ABSENCE

In the event that your absence is due to stress, the Association will discuss this with you and take action in line with our policy on Dealing with Stress at Work. Please refer to this policy contained later in this Handbook.

UNAUTHORISED ABSENCES

In the event of unauthorised absence, the Association reserves the right to withhold pay for the period of absence. Unauthorised absence will be dealt with through the Disciplinary Procedure.

OTHER ABSENCES FROM WORK

COMPASSIONATE LEAVE

If you require a leave of absence for personal reasons you should, initially, discuss the matter with your Manager. In general you will be expected to use outstanding holiday entitlement, but in extenuating circumstances compassionate leave may be paid or unpaid, or part-paid, at the complete discretion of the CEO.

BEREAVEMENT LEAVE

Up to 5 days of bereavement leave may be granted in the event of the death of an immediate family member (for example: a child, parent, partner, sister or brother).

This leave may be paid or unpaid, or part-paid, at the complete discretion of the CEO. You may be asked to provide third-party confirmation of bereavement if you are applying for bereavement leave.

TIME OFF FOR PUBLIC DUTIES

You are allowed time off if you are called for jury service and will be paid at your basic salary rate for the first 2 weeks. Any additional payments will be at the discretion of the CEO. You may also be allowed time off to serve as a Crown witness, for other public duties or roles such as school governor or charity trustee roles and these should be notified to and agreed by your Manager.

However, the RNFA will expect to recover from you any money allowed by the Court for loss of earnings and you should make a claim on the form available from the Court. When you receive your expenses you must inform the RNFA Finance Administrator / CEO how much has been allowed against loss of earnings and this will be deducted from your next pay.

TIME OFF DURING WORKING HOURS

You are expected to take care of personal matters outside working hours wherever possible. If you are not able to make an appointment outside of your working hours, you are asked to try and secure an appointment either first thing in the morning or last thing in the afternoon to minimise disruption to the Association. Requests for time off for urgent personal reasons should be made to your Manager and will be considered sympathetically. You may however be asked to make up any hours lost. Alternatively, a half-day holiday may be taken as part of your annual leave entitlement, subject to prior agreement with your Manager.

TIME OFF FOR DEPENDANTS

You are allowed a reasonable amount of time off to deal with unexpected emergencies relating to a dependant, or to make necessary long-term arrangements for a dependant. This may be if a dependant falls ill or is injured, or if the care arrangements for a dependant are disrupted. The RNFA reserves the right for the leave to be taken without pay.

This time off is available in order for you to deal with the immediate situation and to make longer-term arrangements as necessary. The length of time available will depend on the circumstances. If you cannot attend work due to such an emergency, you should inform your Manager as soon as possible. If you have to leave work during the working day to deal with an emergency, you must inform your Manager before leaving the premises.

TIME OFF FOR ANTENATAL APPOINTMENTS

You are entitled to take time off to accompany your partner to 2 antenatal appointments during her pregnancy. This will be unpaid leave and can be for up to a maximum of 6.5 hours per appointment. Requests for time off should be made to your Manager as early as possible.

TIME OFF FOR ADOPTION APPOINTMENTS

If you are the partner of a main adopter, you are entitled to take unpaid time off to accompany your partner to up to 2 adoption appointments. Requests for time off should be made to your Manager as early as possible.

TIME OFF FOR SURROGATE ANTENATAL APPOINTMENTS

If you are a surrogate parent, you are entitled to take unpaid time off to accompany the woman carrying the child to up to 2 antenatal appointments. Requests for time off should be made to your Manager as early as possible.

RESERVISTS POLICY

Reservists are required to inform the RNFA that they are a member of the Reserve Forces and the specific force that they belong to. This is to ensure that the Association can provide the appropriate level of support. The RNFA will need to carefully consider resource planning during periods of leave e.g. training and/or mobilisation and therefore needs to be kept informed of all Reservists and when time off may be required. The RNFA recognises the additional skills and experiences that being a Reservist can bring to the Association and therefore strives to have an understanding of where these particular skills and experiences lie.

Reservist employees are required to grant permission for their Unit Commanding Officer to write directly to the RNFA subject to any security considerations. This is known as 'Employer Notification' and ensures the Association is made aware that you are a Reservist and the benefits, rights and obligations and annual training commitments that apply.

The RNFA is committed to granting additional paid leave of up to 5 days per year to Reservists to enable them to fulfil their training commitment. It is expected that you will use annual leave or unpaid leave to cover the remaining time off that is required. All leave must be agreed in advance with your Manager.

Additional unpaid leave or annual leave from your normal annual allocation of up to 5 days may also be granted for short periods of training, provided adequate notice is given and where such training cannot be undertaken in off-duty time. Attendance at weekend training which cannot be undertaken during off-duty will be subject to the same arrangements.

PATERNITY & PARENTAL LEAVE POLICY & INFORMATION

PATERNITY LEAVE & PAYMENTS

Immediately you discover your spouse/partner is pregnant, you should contact your Manager so that you can be briefed on your entitlements. Paternity leave and paternity pay is also available to employees following the placement of a child for adoption.

If you have been employed with the RNFA continuously for 26 weeks (or more) 15 weeks before the expected birth date, you will be eligible for paternity leave. Notification of your intention to claim must be made in writing and received by the fifteenth week before the baby is expected. You must also state the period that you wish the paternity leave to cover.

ORDINARY PATERNITY LEAVE

Ordinary Paternity Leave is up to 2 working weeks. You can take either 1 working week or 2 consecutive working weeks, but not odd days here and there. The period of leave can start on any day of the week or following the child's birth or placement with you, but must be taken within 56 days of the actual date of the birth or placement of the child. The only exception to this is if the child is born early within 56 days of the expected date of birth. Ordinary Paternity Leave must then be taken within the period from the actual date of birth up to 56 days after the expected week of birth.

STATUTORY PATERNITY PAY

Ordinary Statutory Paternity Pay (SPP) is payable to you for a maximum of 2 working weeks if your weekly earnings are above the lower earnings limit, and you have 26 weeks of continuous employment with the RNFA at the start of the qualifying week (the 15th week before the expected due date).

During paternity leave you will receive either the fixed weekly SPP entitlement or 90% of your average weekly earnings if this is less than the fixed weekly entitlement. .

You are expected to advise your Manager of the date that you expect SPP to start from at least 28 days in advance of the first payment. The Association understands however that the nature of paternity leave may mean that leave dates may need to be changed in accordance with the birth/arrival date. You are asked however to try and provide as much notice as possible. You are entitled to return to the same job following a period of paternity leave.

PARENTAL LEAVE

Parental leave allows you to take time off work to look after your child or to make arrangements for their welfare. The RNFA reserves the right for the leave to be taken without pay.

You must have been continuously employed for a year or more with the RNFA to be eligible for parental leave. Both mothers and fathers can take parental leave. Parental leave is up to 18 weeks and can be taken up until the child's fifth birthday (or 5 years from the date a child is adopted or, in the case of a child with a disability, up until the child's 18th birthday). The following guidelines apply to parental leave:

- Leave must be taken in blocks or multiples of 1 week (with the exception of parents of disabled children who can take blocks or multiples of 1 day)
- A maximum of 4 weeks leave in each year can be taken in respect of each child
- You must give 21 days' notice in writing if you wish to take parental leave
- The RNFA can postpone the leave for up to 6 months, if the leave time requested would disrupt the business
- The RNFA cannot postpone leave when you give notice to take leave immediately after the birth of your baby (or when a child is placed with your family for adoption).

For further information, please speak to the CEO.

MATERNITY POLICY & INFORMATION

INTRODUCTION

The RNFA is committed to retaining women in employment following maternity leave. Detailed below is an outline of entitlement to maternity leave, maternity payments and antenatal care. Immediately you discover you are pregnant, you should contact your Manager so that you can be briefed on entitlements and to ensure you are not exposed to any risks to your pregnancy during your work. The rules and regulations are complicated and need to be adhered to, so valuable benefits are not lost.

MATERNITY LEAVE

All employees, regardless of length of employment or hours of work, are entitled to 52 weeks maternity leave and to return to work in the same job or a similar one with equally favourable conditions. To qualify, you must inform the RNFA by the end of the fifteenth week before the expected week of confinement (EWC):

- That you are pregnant;
- The intended start date of your maternity leave period (MLP);
- The expected week of your confinement (EWC).

This notification should be made in writing and should be supported by a Maternity Certificate (Form MATB1) supplied by your doctor or midwife. If you should subsequently decide that you wish to change any of the dates for your maternity leave, you must inform the Association at least 28 days before the start of your maternity leave.

STATUTORY MATERNITY PAY (SMP)

This is payable by the Association for 39 weeks (as long as certain conditions are fulfilled). SMP is payable to all employees with 26 weeks' of employment with the Association at the start of the 15th week before the expected week of childbirth, and as long as you earn above the lower earnings limit. The entitlement during the maternity leave period is:

- To pay at 90% of your average weekly earnings for the first 6 weeks; and
- A maximum of 33 weeks at the current SMP rate or 90% of average weekly earnings if this is lower.

If you do not qualify for Statutory Maternity Pay, you may be entitled to Maternity Allowance Payments. You will need to make a claim for this via your local Job Centre Plus.

Further details including current SMP rates and leaving dates please contact the CEO.

ANTENATAL CARE

All employees are entitled to time off with pay in order to receive antenatal care. You must however provide an appointment card or some other documentation showing the dates and times of your appointments.

SHARING YOUR MATERNITY LEAVE

If your child is placed with you on or after 5 April 2015, Shared Parental Leave will be available to eligible employees as an alternative option to adoption leave. This enables you to share any remaining period of adoption leave and statutory adoption pay with your partner under Shared Parental Leave and Pay arrangements (up to a maximum of 50 weeks in total). Your partner should discuss this with their employer directly and further details are contained in the Shared Parental Leave Policy.

KEEPING IN TOUCH DAYS

You can agree with the RNFA to work for up to 10 days during your maternity leave period (but not during the first 2 weeks of compulsory maternity leave) without bringing the maternity leave entitlement to an end. Work can include training, and must be agreed between both parties, the Association cannot compel you to attend for this purpose. Attendance on these dates will not serve to extend the period of maternity leave.

RETURNING TO WORK FOLLOWING MATERNITY

It is hoped that all employees will return to work following maternity leave. If you wish to return before the official end of your maternity leave (one year), you are required to give written notice 8 weeks in advance of your intended return date. You should forward this notification to the CEO. Once received, the RNFA will arrange a meeting between you and your Manager to confirm your terms of employment and update you with any changes that may have happened inside the Association whilst you have been away on leave.

ADOPTION POLICY & INFORMATION

INTRODUCTION

The RNFA is committed to retaining parents in employment following adoption leave. Detailed below is an outline of entitlement to adoption leave and adoption payments. Immediately you receive notification of a new match from your adoption agency, you should contact your Manager so that you can be briefed on entitlements. The rules and regulations are complicated and need to be adhered to, so valuable benefits are not lost.

ADOPTION LEAVE

All employees who are newly matched with a child for adoption by an approved adoption agency and who have 26 weeks continuous employment, are entitled to 26 weeks Ordinary Adoption Leave, and to return to work in the same job or a similar job with equally favourable conditions. In addition, employees also have the right to Additional Adoption Leave and to return to work after up to 52 weeks following the beginning of the Adoption Leave period. To qualify, employees must inform the RNFA within 7 days of being notified by the adoption agency:

- That you have been matched with a child;
- The date when the child is expected to be placed with you; and
- The intended start date of your adoption leave period.

This notification should be made in writing and should be supported by a Matching Certificate supplied by the adoption agency. If you subsequently decide that you wish to change any of the dates of your adoption leave, you must inform the Association at least 28 days before the start of your adoption leave (wherever practicable).

SURROGACY ADOPTION LEAVE

All employees who are expecting a surrogate child arranged through an approved adoption agency, regardless of length of employment or hours of work, are entitled to 52 weeks adoption leave and to return to work in the same job or a similar one with equally favourable conditions. To qualify, you must inform the Association by the end of the fifteenth week before the expected week of confinement (EWC):

- That the surrogate woman is expecting;
- The date of the surrogate woman's confinement (EWC); and
- The intended start date of your adoption leave period.

This notification should be made in writing and should be supported by a Parental Order. If you subsequently decide that you wish to change any of the dates of your adoption leave, you must inform the CEO at least 28 days before the start of your adoption leave (wherever practicable).

SHARING YOUR ADOPTION LEAVE

If your child is placed with you or your surrogate child is expected on or after 5 April 2015, Shared Parental Leave will be available to eligible employees as an alternative option to adoption leave. This enables you to share any remaining period of adoption leave and statutory adoption pay with your partner under Shared Parental Leave and Pay arrangements (up to a maximum of 50 weeks in total). Your partner should discuss this with their employer directly and further details are contained in the Shared Parental Leave Policy.

STATUTORY ADOPTION PAY (SAP)

This is payable by the RNFA for 39 weeks (as long as certain conditions are fulfilled). SAP is payable to all employees with 26 weeks' of employment with the RNFA at the start of the week that you receive notification that you have been matched with a child, and as long as you earn above the lower earnings limit. You are entitled during adoption leave to:

- To pay at 90% of your average weekly earnings for the first 6 weeks; and
- A maximum of 33 weeks at current SAP rates or 90% of normal weekly earnings if this is lower.

For surrogate parents, SAP is payable to all employees with 26 weeks' of employment with the RNFA at the start of the 15th week before the expected week of childbirth, and as long as you earn above the lower earnings limit.

Further details regarding adoption, including current SAP rates and leaving dates, can be requested from the CEO.

ADOPTION APPOINTMENTS

All employees who are the main adopter are entitled to time off with pay in order to attend up to 5 adoption appointments. You must however provide an appointment card or some other documentation showing the dates and times of your appointments.

KEEPING IN TOUCH DAYS

An employee on Statutory Adoption Leave can agree with their employer to work for up to 10 days during this statutory leave period without bringing the adoption leave entitlement to an end. Work can include training, and must be agreed between the parties – an employer cannot compel an employee to attend for this purpose. Attendance on these dates will not serve to extend the period of adoption leave.

RETURNING TO WORK FOLLOWING ADOPTION

It is hoped that all employees will return to work following adoption leave. If you wish to return before the official end of your adoption leave (one year), you are required to give written notice 8 weeks in advance of your intended return date. You should forward this notification to the CEO. Once received, the RNFA will arrange a meeting between you and your Manager to confirm your terms of employment and update you with any changes that may have happened inside the Association whilst you have been away on leave.

SHARED PARENTAL LEAVE POLICY AND INFORMATION

INTRODUCTION

Shared Parental Leave enables eligible parents to choose how to share the care of their child during the first year of birth or adoption. Its purpose is to give parents more flexibility in considering how to best care for, and bond with, their child. All eligible employees have a statutory right to take Shared Parental Leave (SPL). There may also be an entitlement to some Shared Parental Pay (ShPP).

ELIGIBILITY AND ENTITLEMENT

SPL can only be used by two people:

- The mother/adopter and
- One of the following:
 - the father of the child (in the case of birth) or
 - the spouse, civil partner or partner of the child's mother/ adopter.

Both parents must share the main responsibility for the care of the child at the time of the birth/placement for adoption.

Additionally an employee seeking to take SPL must satisfy each of the following criteria:

- the mother/adopter of the child must be entitled to statutory maternity/adoption leave or they must be entitled to statutory maternity/adoption pay or maternity allowance and must have ended or given notice to reduce any maternity/adoption entitlements;
- the employee must still be working for the RNFA at the start of each period of SPL;
- the employee must have a minimum of 26 weeks' service with the RNFA at the end of the 15th week before the child's expected due date/matching date;
- the employee's partner must meet the 'employment and earnings test' requiring them in the 66 weeks leading up to the child's expected due date/matching date have worked for at least 26 weeks and earned an average of at least £30 (this is correct as of 2015) a week in any 13 of those weeks;
- the employee must correctly notify the RNFA of their entitlement and provide evidence as required.

Eligible employees may be entitled to take up to 50 weeks SPL during the child's first year in their family. The number of weeks available is calculated using the mother's/adopter's entitlement to maternity/adoption leave, which allows them to take up to 52 weeks' leave. If they reduce their maternity/adoption leave entitlement then they and/or their partner may opt-in to the SPL system and take any remaining weeks as SPL.

If the mother/adopter is not entitled to maternity/adoption leave but is entitled to Statutory Maternity Pay (SMP), Statutory Adoption Pay (SAP) or Maternity Allowance (MA), they must reduce their entitlement to less than the 39 weeks. If they do this, their partner may be entitled to up to 50 weeks of SPL. This is calculated by deducting from 52 the number of weeks of SMP, SAP or MA taken by the mother/adopter.

SPL can commence as follows:

- The mother can take SPL after she has taken the legally required two weeks of maternity leave immediately following the birth of the child
- The adopter can take SPL after taking at least two weeks of adoption leave

- The father/partner/spouse can take SPL immediately following the birth/placement of the child, but may first choose to exhaust any paternity leave entitlements (as the father/partner cannot take paternity leave or pay once they have taken any SPL or ShPP).

Where a mother/adopter gives notice to curtail their maternity/adoption entitlement then the mother/adopter's partner can take leave while the mother/adopter is still using their maternity/adoption entitlements.

SPL will generally commence on the employee's chosen start date specified in their leave booking notice, or in any subsequent variation notice (see "Booking Shared Parental Leave" and "Variations to arranged Shared Parental Leave" below).

SPL must end no later than one year after the birth/placement of the child. Any SPL not taken by the first birthday or first anniversary of placement for adoption is lost.

NOTIFYING THE ASSOCIATION

An employee entitled and intending to take SPL must give their line manager notification of their entitlement and intention to take to SPL, at least eight weeks before they can take any period of SPL.

Part of the eligibility criteria requires the employee to provide the RNFA with correct notification. Notification must be in writing and requires each of the following:

- the name of the employee;
- the name of the other parent;
- the start and end dates of any maternity/adoption leave or pay, or maternity allowance, taken in respect of the child and the total amount of SPL available;
- the date on which the child is expected to be born and the actual date of birth or, in the case of an adopted child, the date on which the employee was notified of having been matched with the child and the date of placement for adoption;
- the amount of SPL the employee and their partner each intend to take
- a non-binding indication of when the employee expects to take the leave.

The employee must provide the RNFA with a signed declaration stating:

- that they meet, or will meet, the eligibility conditions and are entitled to take SPL;
- that the information they have given is accurate;
- if they are not the mother/adopter they must confirm that they are either the father of the child or the spouse, civil partner or partner of the mother/adopter;
- that should they cease to be eligible they will immediately inform the RNFA.

The employee must provide the RNFA with a signed declaration from their partner confirming:

- their name, address and national insurance number (or a declaration that they do not have a national insurance number);
- that they are the mother/adopter of the child or they are the father of the child or are the spouse, civil partner or partner of the mother/adopter;
- that they satisfy the 'employment and earnings test', and had at the date of the child's birth or placement for adoption the main responsibility for the child, along with the employee;
- that they consent to the amount of SPL that the employee intends to take;
- that they consent to the RNFA processing the information contained in the declaration form; and
- (in the case whether the partner is the mother/adopter), that they will immediately inform their partner should they cease to satisfy the eligibility conditions.

REQUESTING FURTHER EVIDENCE OF ELIGIBILITY

The RNFA may, within 14 days of the SPL entitlement notification being given, request:

- the name and business address of the partner's employer (where the employee's partner is no longer employed or is self-employed their contact details must be given instead)
- in the case of biological parents, a copy of the child's birth certificate (or, where one has not been issued, a declaration as to the time and place of the birth).
- in the case of an adopted child, documentary evidence of the name and address of the adoption agency, the date on which they were notified of having been matched with the child and the date on which the agency expects to place the child for adoption

In order to be entitled to SPL, the employee must produce this information within 14 days of the employer's request.

BOOKING SHARED PARENTAL LEAVE

In addition to notifying the employer of entitlement to SPL/ShPP, an employee must also give notice to take the leave. In many cases, notice to take leave will be given at the same time as the notice of entitlement to SPL.

The employee has the right to submit three notifications specifying leave periods they are intending to take. Each notification may contain either (a) a single period of weeks of leave; or (b) two or more weeks of discontinuous leave, where the employee intends to return to work between periods of leave.

SPL can only be taken in complete weeks but may begin on any day of the week. For example if a week of SPL began on a Tuesday it would finish on a Monday. Where an employee returns to work between periods of SPL, the next period of SPL can start on any day of the week.

The employee must book SPL by giving the correct notification at least eight weeks before the date on which they wish to start the leave and (if applicable) receive ShPP.

Continuous leave notifications

A notification can be for a period of continuous leave, which means a notification of a number of weeks taken in a single unbroken period of leave (for example, six weeks in a row).

An employee has the right to take a continuous block of leave notified in a single notification, so long as it does not exceed the total number of weeks of SPL available to them (specified in the notice of entitlement) and the employer has been given at least eight weeks' notice.

An employee may submit up to three separate notifications for continuous periods of leave.

Discontinuous leave notifications

A single notification may also contain a request for two or more periods of discontinuous leave, which means asking for a set number of weeks of leave over a period of time, with breaks between the leave where the employee returns to work (for example, an arrangement where an employee will take six weeks of SPL and work every other week for a period of three months).

Where there is concern over accommodating the notification, the RNFA or the employee may seek to arrange a meeting to discuss the notification with a view to agreeing an arrangement

that meets both the needs of the employee and the RNFA (see “Discussions regarding Shared Parental Leave” above).

The RNFA will consider a discontinuous leave notification but has the right to refuse it. If the leave pattern is refused, the employee can either withdraw it within 15 days of giving it, or can take the leave in a single continuous block.

VARIATIONS TO ARRANGED SHARED PARENTAL LEAVE

The employee is permitted to vary or cancel an agreed and booked period of SPL, provided that they advise the RNFA in writing at least eight weeks before the date of any variation. Any new start date cannot be sooner than eight weeks from the date of the variation request.

Any variation or cancellation notification made by the employee, including notice to return to work early, will usually count as a new notification reducing the employee’s right to book/vary leave by one. However, a change as a result of a child being born early, or as a result of the RNFA requesting it be changed, and the employee being agreeable to the change, will not count as further notification. Any variation will be confirmed in writing by the RNFA.

STATUTORY SHARED PARENTAL PAY (SHPP)

Eligible employees may be entitled to take up to 37 weeks ShPP while taking SPL. The amount of weeks available will depend on the amount by which the mother/adopter reduces their maternity/adoption pay period or maternity allowance period.

ShPP may be payable during some or all of SPL, depending on the length and timing of the leave.

In addition to meeting the eligibility requirements for SPL, an employee seeking to claim ShPP must further satisfy each of the following criteria:

- the mother/adopter must be/have been entitled to statutory maternity/adoption pay or maternity allowance and must have reduced their maternity/adoption pay period or maternity allowance period;
- the employee must intend to care for the child during the week in which ShPP is payable;
- the employee must have an average weekly earnings for the period of eight weeks leading up to and including the 15th week before the child’s expected due date/matching date are not less than the lower earnings limit in force for national insurance contributions;
- the employee must remain in continuous employment until the first week of ShPP has begun;
- the employee must give proper notification in accordance with the rules set out below.

Where an employee is entitled to receive ShPP they must, at least eight weeks before receiving any ShPP, give their line manager written notice advising of their entitlement to ShPP. To avoid duplication, if possible, this should be included as part of the notice of entitlement to take SPL.

In addition to what must be included in the notice of entitlement to take SPL, any notice that advises of an entitlement for ShPP must include:

- the start and end dates of any maternity/adoption pay or maternity allowance;
- the total amount of ShPP available, the amount of ShPP the employee and their partner each intend to claim, and a non-binding indication of when the employee expects to claim ShPP;

- a signed declaration from the employee confirming that the information they have given is correct, that they meet, or will meet, the criteria for ShPP and that they will immediately inform the CEO should they cease to be eligible.

STATUTORY SHARED PARENTAL PAY (SHPP) CONTINUED

It must be accompanied by a signed declaration from the employee's partner confirming:

- their agreement to the employee claiming ShPP and for the RNFA to process any ShPP payments to the employee;
- (in the case whether the partner is the mother/ adopter) that they have reduced their maternity/adoption pay or maternity allowance;
- (in the case whether the partner is the mother/ adopter) that they will immediately inform their partner should they cease to satisfy the eligibility conditions.

Any ShPP due will be paid at a rate set by the Government for the relevant tax year.

TERMS AND CONDITIONS DURING SHARED PARENTAL LEAVE

During the period of SPL, the employee's contract of employment continues in force and they are entitled to receive all their contractual benefits, except for salary. In particular, any benefits in kind (such as use of a company car, laptop, mobile phone and gym membership) will continue and contractual annual leave entitlement will continue to accrue.

Pension contributions will continue to be made during any period when the employee is receiving ShPP but not during any period of unpaid SPL. Employee contributions will be based on actual pay, while the Association's contributions will be based on the salary that the employee would have received had they not been taking SPL.

ANNUAL LEAVE

SPL is granted in addition to an employee's normal annual holiday entitlement. Employees are reminded that holiday should wherever possible be taken in the year that it is earned. Where an SPL period overlaps two leave years the employee should consider how their annual leave entitlement can be used to ensure that it is not untaken at the end of the employee's holiday year.

CONTACT DURING SHARED PARENTAL LEAVE

Before an employee's SPL begins, the RNFA will discuss the arrangements for them to keep in touch during their leave. The RNFA reserves the right in any event to maintain reasonable contact with the employee from time to time during their SPL. This may be to discuss the employee's plans to return to work, to ensure the individual is aware of any possible promotion opportunities, to discuss any special arrangements to be made or training to be given to ease their return to work or simply to update them on developments at work during their absence.

SHARED PARENTAL LEAVE IN TOUCH DAYS

An employee can agree to work for the RNFA (or attend training) for up to 20 days during SPL without bringing their period of SPL to an end or impacting on their right to claim ShPP for that week. These are known as "Shared Parental Leave In Touch" or "SPLIT" days. Any work carried out on a day or part of a day shall constitute a day's work for these purposes.

The RNFA has no right to require the employee to carry out any work, and is under no obligation to offer the employee any work, during the employee's SPL. Any work undertaken

is a matter for agreement between the RNFA and the employee. An employee taking a SPLIT day will receive full pay for any day worked. If a SPLIT day occurs during a week when the employee is receiving ShPP, this will be effectively 'topped up' so that the individual receives full pay for the day in question. Any SPLIT days worked do not extend the period of SPL.

An employee, with the agreement of the RNFA, may use SPLIT days to work part of a week during SPL. The RNFA and the employee may use SPLIT days to effect a gradual return to work by the employee towards the end of a long period of SPL or to trial a possible flexible working pattern.

RETURNING TO WORK AFTER SHARED PARENTAL LEAVE

The employee will have been formally advised in writing by the RNFA of the end date of any period of SPL. The employee is expected to return on the next working day after this date, unless they notify the RNFA otherwise. If they are unable to attend work due to sickness or injury, the RNFA's normal arrangements for sickness absence will apply. In any other case, late return without prior authorisation will be treated as unauthorised absence.

If the employee wishes to return to work earlier than the expected return date, they may provide a written notice to vary the leave and must give the RNFA at least eight weeks' notice of their date of early return. This will count as one of the employee's notifications. If they have already used their three notifications to book and/or vary leave then the RNFA does not have to accept the notice to return early but may do if it is considered to be reasonably practicable to do so.

On returning to work after SPL, the employee is entitled to return to the same job if the employee's aggregate total statutory maternity/paternity/adoption leave and SPL amounts to 26 weeks or less, he or she will return to the same job. The same job is the one they occupied immediately before commencing maternity/paternity/adoption leave and the most recent period of SPL, on the same terms and conditions of employment as if they had not been absent.

If their maternity/paternity/adoption leave and SPL amounts to 26 weeks or more in aggregate, the employee is entitled to return to the same job they held before commencing the last period of leave or, if this is not reasonably practicable, to another job which is both suitable and appropriate and on terms and conditions no less favourable.

If the employee also takes a period of unpaid parental leave of 4 weeks or less this will have no effect on the employee's right to return and the employee will still be entitled to return to the same job as they occupied before taking the last period of leave if the aggregate weeks of maternity/paternity/adoption and SPL do not exceed 26 weeks.

If a parent takes a period of 5 weeks of unpaid parental leave, even if the total aggregate weeks of maternity/paternity/adoption and SPL do not exceed 26 weeks, the employee will be entitled to return to the same job they held before commencing the last period of leave or, if this is not reasonably practicable, to another job which is suitable and appropriate and on terms and conditions no less favourable.

RNFA STANDARDS & WORKING PRACTICES

ASSOCIATION STANDARDS

No group of people can work together without a clearly defined set of rules. Their purpose is to make sure the RNFA runs efficiently and profitably, and to provide a safe and pleasant atmosphere in which to work. This section gives details of some of the rules and regulations that aim to support these objectives.

CUSTOMER CARE

The RNFA aims to deliver the highest level of customer care at all times. Customer care is important and reflects directly upon the Association. Whether you are dealing with a customer face to face, on the telephone or handling paperwork or correspondence, you are representing the Association. If in doubt, always treat the customer as you would want to be treated.

APPEARANCE & DRESS

Although this is a matter of personal taste, you should ensure that your appearance and dress is appropriate for the environment in which you work and the people with whom you have contact. For all staff jewellery, piercings and tattoos should be discreet. The Association prohibits visible tattoos on head, neck or hands; should you be considering having a significant visible tattoo you should consult your manager to establish the acceptability of your intent.

The RNFA continually has visitors to the offices, and the reputation of the Association therefore is in part determined by the impression that is created both by the environment and the employees.

Enforcement of Policy

The RNFA reserves the right to ask you to return home to change your appearance or attire if it is found to be inappropriate for the environment in which you are working and, if necessary, may deal with breaches of the policy through the Disciplinary Procedure. You will either be asked to make up the time if you are asked to return home or, alternatively, the RNFA may deduct a payment from your salary for the working time that is lost.

PROTECTIVE CLOTHING

Depending on the job that you are performing, you will be provided with the appropriate protective clothing and equipment as required under Health & Safety legislation. If you are supplied with protective clothing and equipment, you are expected to wear or use them at all times whilst performing the job where they are required. Failure to do so may result in disciplinary action being taken against you. You are responsible for the care of any personal protective clothing or equipment that is issued to you. Damage or loss will result in the cost of replacements being deducted from your salary or wages.

If you meet with an accident whilst at work or on the Association's premises, your injuries must be assessed by a First Aider and reported immediately to your Manager. All accidents must be recorded in the site Accident Book. Any payments for absence will be paid in line with SSP guidelines provided that:

- Your absence is verified by your Manager as having been properly reported and investigated;
- You complete a medical self-certification form or send a medical certificate to the RNFA on the eighth day of absence and regularly thereafter, until you are fit to resume work.

TIDINESS

Wherever you work in the RNFA, you should ensure that your working area is kept clean and tidy, and free from litter and rubbish. As well as it being safe practice, it also provides a more congenial environment in which to work.

FOOD & DRINK IN THE WORK PLACE

It is the responsibility of all employees to ensure that facilities for the storage and preparation of food and drink in their offices are kept clean and tidy, and that old food/crumbs are properly disposed of sensibly to avoid mice, blockages, etc. Please ensure that you use the electrical/gas appliances in accordance with the manufacturer's instructions.

You are welcome to eat and drink at your desk but are encouraged to consider others when you are purchasing or preparing food, as some foods can smell and be an irritation to your colleagues.

TELEPHONES

Personal calls may be made on Association telephones but should be kept to a minimum and be as short as possible. If you need to make a personal call, you should obtain the prior permission of your Manager. You should discourage friends and family from making incoming calls. Where emergency incoming calls are received, every effort will be made to ensure that any message is passed on to you but the RNFA cannot accept liability in this matter.

ASSOCIATION PREMISES & FACILITIES

You must not use the RNFA's premises, equipment or services for your own personal needs, without gaining the prior permission of your Manager. You must not use the Association's address, stationery, stamps or mailing services for personal correspondence.

RNFA PROPERTY

All copies, notes, extracts, records, equipment and computer software storage material relating to the Association are the property of the RNFA. All property belonging to the RNFA shall be returned at any time upon demand and, in any event, upon you leaving the employment of the Association.

PARKING FACILITIES

There are a number of parking spaces for employees' vehicles at work. You should ensure that you park your vehicle within the marked parking bay, and that you do not occupy any spaces reserved for visitors or other specified employees. When parking, please ensure that you give due consideration for other employees who need to park. You should be aware that your vehicle is parked at your own risk and no liability can be accepted by the RNFA for any loss or damage to your vehicle, howsoever caused, whilst you are at work. You must always ensure your vehicle pass is on display whilst parked in HMS Temeraire.

BETTING, GAMBLING & MONEY LENDING

Betting, gambling, money lending and offering private goods for sale are all forbidden on Association premises. Employee participation in Lottery syndicates and occasional sweepstakes in respect of events such as the Grand National are generally permitted, although the prior approval of your Manager should be sought in each case.

PUNCTUALITY

You are expected to be punctual, arriving at your place of work and ready to work, at the specified time. It is however recognised that there may be occasions or circumstances which arise from time to time which prevent you from doing so. Should you arrive late for work, you must immediately report to your Manager and explain your reasons. It must be pointed out that persistent lateness, where a valid explanation cannot be given, will be dealt with through the Disciplinary Procedure.

NO-SMOKING

The RNFA operates a no-smoking policy. You are asked to observe and comply with all no-smoking policies whilst on the Association premises and within MOD establishments. Failure to comply with a no-smoking policy will lead to disciplinary action being taken.

ALCOHOL AT WORK

Alcohol should not generally be brought on to the Association premises. Anyone found to be under the influence of alcohol to a degree where it adversely affects their performance would be sent home, and dealt with through the Disciplinary Procedure.

ILLEGAL DRUGS & SUBSTANCES

Illegal drugs or substances must not be brought on to RNFA premises at any time. Anyone found in possession or under the influence of illegal drugs or other illegal substances will be sent home and dealt with through the Disciplinary Procedure. Such offences are considered to be gross misconduct.

PERSONAL MOBILE TELEPHONES

Personal mobile telephones should be switched to silent during working hours. You may of course respond to voice or text messages during official breaks.

PERFORMANCE APPRAISAL

Your Manager will endeavour to provide you with regular feedback about your performance and will endeavour to hold a formal meeting with you at least once per year. The appraisal process is not used as part of any Disciplinary Procedure, nor as part of a salary review, and is designed to be separate from both of these events. The main purpose of the process is to improve the performance of both the individual and the Association, and to assist both parties in planning for development and improvements. Further information on the appraisal process is available from your Manager.

TRAINING & DEVELOPMENT

In certain circumstances the RNFA may invest time and money in your training and development and therefore may wish to recoup some of this cost in the event that you resign from the Association within a relatively short period of starting or completing a training course.

Therefore, before booking any courses, you must complete and sign a training request form at Appendix E, which must be authorised by your Manager or the CEO. This form will confirm whether the Association would require you to make a reimbursement and if so, the amount and for how long after completion of the course any reimbursement would be expected.

Individual Course Costs	Minimum Payback Term	Payback rates for early resignation post-course
Up to £500	Zero payback provision	N/A
£500 - £1000	6 months	100% at 1 month or less 50% between 1 and 3 months 33% at 4 months 15% at 5 months 0% at 6 months or more
£1000 - £2000	12 months	100% at 1 month or less 75% between 1 and 3 months 50% between 4 and 6 months 33% between 6 and 9 months 25% at 10 months 0% at 12 months or more
£2000 and more	Minimum 12 months subject to negotiation and agreement	100% at 1 month or less 75% between 1 and 3 months 50% between 4 and 6 months 33% between 6 and 9 months 25% at 10 months 0% at 12 months or more

PROFESSIONAL MEMBERSHIPS & SUBSCRIPTIONS

The RNFA will pay the cost of your membership with a professional organisation, if it is relevant to your employment with the RNFA up to a predetermined amount. Should you leave the RNFA part way through the year, the Association reserves the right to recoup some of the membership costs proportionate to the part year for which you will not be employed. Please speak to the CEO.

INTERNAL VACANCIES

Wherever possible, the RNFA encourages promotion from within. Your progress will depend upon your demonstrated performance, experience, skills and ability. Internal vacancies will normally be advertised although the Association does not guarantee to advertise all vacancies.

RECEIPT OF GIFTS

You should not encourage the tendering of gifts from suppliers, contractors or customers and they should not be received at your home address. However, when such gifts are received at your place of work, they should be immediately notified to your Manager and the CEO (who will update the register of gifts and hospitality), properly acknowledged by you on the RNFA's letterhead, and a copy of the correspondence sent to your Manager. If you have any doubts concerning such gifts you should consult your Manager.

PROVIDING REFERENCES

The CEO is the only person authorised to provide verbal or written references on current or past employees of the Association. It is essential that this policy be observed. Generally, references will only be provided in response to an external request. Only in exceptional circumstances will 'open' references be provided.

If you are asked to write a reference on behalf of a colleague, and wish to do so, this should state clearly that it is a 'personal reference only'. It must not be produced on the letterhead of the RNFA.

THINKING OF LEAVING?

Before you make up your mind, please do discuss it with your Manager or the CEO. You may find this to be worthwhile because, whether the reason is personal or work-related, an alternative course of action may be found which would enable you to stay with the RNFA.

If you do leave the Association, you may be asked to attend an exit interview or complete an exit questionnaire. The information provided by this is reviewed by the CEO to understand the reasons that individuals have for leaving the RNFA, and to identify any improvements that can be made inside the business.

RNFA BENEFITS

PENSION

After you have completed 3 months of continuous employment with the RNFA, you become eligible to join the Association's stakeholder Personal Pension Scheme, if entitled. The RNFA will offer a funded pension scheme based on an individual's length of continuous service. The RNFA will contribute up to maximum of 8% of basic earnings after a minimum of 2 years continuous service. Contributions to the Scheme will be deducted from your salary on a monthly basis. Further details about the Scheme are available from the CEO.

CYCLE TO WORK SCHEME

RNFA operates a Cycle to Work scheme which allows employees to purchase a bicycle to use to commute to work. Further details about this scheme are available from the CEO

TRAVEL & EXPENSES

EXPENSES

Expenses wholly, exclusively and necessarily incurred on RNFA business can be reclaimed following the appropriate procedures. Please use the correct forms provided and have your expenses claim verified by your Manager.

It is important that you submit any expense claims in accordance with the appropriate procedures and in a timely manner. As a general rule all expense claims should be cleared at the end of each calendar month. The correct completion and authorisation of expenses is a key responsibility and failure to follow procedures and conform to timely submission may result in disciplinary action being taken.

Please obtain receipts in support of any expenditure and remember, as we operate under public scrutiny, to ensure that expenses are appropriate to both the circumstances and your role with the Association.

Other expenses

- a) All stationery requirements must be purchased through the Royal Navy FA office, which have preferential arrangements with several suppliers. Only in exceptional circumstances will individual stationery purchases be reimbursed.
- b) Referee appointment secretaries may claim a monthly allowance for the use of their home telephone as agreed by the Royal Navy FA Referees Committee from time to time.
- c) Travel costs other than mileage (taxi, ferry fares etc.) will be reimbursed, provided a receipt is attached to the relevant expense claim.
- d) All expenses, other than mileage or telephone allowances, must be supported by the original receipt..

Approval and payment

- a) Expense claim forms must be submitted regularly, at least every month.
- b) Payment will be made by BACS where the claimant's bank account details are held and a remittance advice sent confirming payment. This will be emailed whenever possible.
- c) If bank account details are not known, a cheque will be drawn in settlement of approved expense claims at the end of each month.

OVERNIGHT ACCOMMODATION

All RNFA authorised accommodations must meet with industry accepted business travel standards with reference to comfort, convenience and cost. Travelodge type overnight accommodation has been set as an acceptable standard for all RNFA employees. You are free to make other arrangements, however the RNFA will NOT normally reimburse more than £120.00 per night including VAT and service for hotels within the M25 and no more than £90.00 for the rest of the UK, unless approved by your Manager, though cheaper rates are encouraged wherever possible.

All hotel reservations will be guaranteed to your personal credit card. It is the employee's responsibility to cancel hotel reservations within the hotel cancellation policy time frame. This can be done by contacting the travel agency or the hotel directly. You must obtain a cancellation number when cancelling a hotel reservation. The RNFA will not reimburse hotel "no-show" fees, unless approved by your Manager.

MEALS AND ENTERTAINMENT

Employees should use their discretion when claiming for hotels and meals. Please note that staff may claim the following allowances, which are set at a level intended to cover the additional cost of having to eat or stay away from home or the usual place of work, not the total cost. Please note that if you are offered the use of a MoD facility, expenditure up to the value of £10 with an explanation, will be reimbursed without a receipt.

The maximum allowance that staff can normally claim for meals, including drinks, VAT and service is as follows:

- Breakfast: £5.00 (can be claimed by those having to leave home before 6.00am to travel to a work destination other than their normal place of work).
- Lunch: £5.00 (can be claimed where the employee has been away from their home/normal place of work for a period of at least five hours and has incurred a cost on a meal).
- Lunch: £10.00 (can be claimed where the employee has been away from their home/normal place of work for a period of at least ten hours and has incurred a cost on a meal or meals).
- Dinner: £15.00 (can be claimed by those away from their normal place of work until after 20.00 hours, or overnight, on fund business).

Overnight rates can be claimed by those staff travelling on RNFA business where an overnight stay is necessary:

- Overnight subsistence £25.
- Incidental overnight expenses: £5 per night. In addition to the overnight subsistence allowance you may claim for incidental expenses of a personal nature such as newspapers, laundry and private phone calls.

Reimbursement may include a reasonable cost of alcoholic drinks taken with evening meals.

LAUNDRY SERVICE

Actual and reasonable laundry expenses will be reimbursed. Receipts must be provided. This applies only after the employee has been away from home for five consecutive days, or if the trip has been unexpectedly extended.

Include the following items in, or attached to, the expense report when submitting it for payment:

- Original or copies of all relevant receipts;
- Explanation of any deviation from policy, unauthorised vendors, lodging or transportation, and/ or charges submitted "in lieu of" normal expenses.

If an employee leaves the company then all outstanding expenses should be submitted during their notice period.

USE OF OWN VEHICLE ON RNFA BUSINESS

Whenever possible the Association vehicle should be used for travel when undertaking duties on behalf of the Association. The Association credit card should be used to pay for fuel when the Association car is being used. From time to time, you may be required to use your own vehicle for travelling on behalf of the RNFA. You should ensure therefore that at all times that it is driven on behalf of the Association, it is in the state and condition that is required by law and that it is insured for occasional business travel. If requested, you should provide the RNFA with a copy of your driving licence, a valid MOT certificate and a copy of your insurance policy. You will need to submit details of your business mileage on an Expenses Form so that a payment for the business mileage can be made to you.

When an employee uses their personal vehicle on approved RNFA business, the RNFA will pay 45 pence per mile for the first 10,000 miles in any one tax year, 25 pence per mile for each additional mile over 10,000 miles. The RNFA may also reimburse costs for tolls and parking fees, with a receipt. An additional 5p per mile can be claimed for each passenger who is carried on RNFA business.

Other mileage usage is as follows:

- Use of own motorcycle: 24 pence per mile;
- Use of own bicycle: 20 pence per mile and;
- Use of taxi: at cost including tip of no more than 10% of the fare.

Mileage from employee's home to regular assigned work location is not a reimbursable expense. However, if the employee goes directly from home to a work assignment other than the regular work location, and the distance to the work assignment is greater than the distance to the regular work location, the employee can reclaim the difference as an expense.

IN THE EVENT OF A MOTOR ACCIDENT

In the event of a motor accident whilst on business, you must exchange details with the drivers of the other vehicles involved. RNFA vehicle drivers can give the Association name and address as the owner of the vehicle. You should obtain from the other vehicle involved:

- The vehicle registration number and the driver's name and address;
- The name and address of the owner of the vehicle;
- Details of the insurance and of any witnesses.

If anyone has been injured, you should arrange for someone to call an ambulance and the police without delay. You must stay at the scene until the emergency services arrive. At no time should you admit to being responsible for the accident, nor should you accept liability.

If you were driving a hire vehicle, you should advise your Manager of the accident details and submit a completed hire car insurance report form at the earliest opportunity. In circumstances where you have been found guilty of negligence, you may be required to reimburse the Association, through deductions from your pay, for all or part of the repairs.

DRIVING & PARKING OFFENCES

The RNFA does not accept any liability for any driving or parking offences that you may commit whilst driving on RNFA business and will not pay any fines that you may incur. In exceptional circumstances only, this may be waived at the absolute discretion of the CEO.

USE OF MOBILE TELEPHONES WHILST DRIVING

It is an offence to use a mobile telephone whilst you are driving unless an appropriate hands free appliance has been installed in your vehicle. Driving includes being stationary if the engine is on. Even if a hands-free kit has been fitted in your vehicle, you must only use your mobile telephone in circumstances where you remain in control of your vehicle. Any employee found to be using their mobile telephone unsafely, or without the appropriate appliance whilst they are driving will be dealt with through the Disciplinary Procedure.

ALCOHOL & DRUGS ON RNFA BUSINESS

You are not permitted to be over the legal alcohol limit or take illegal drugs or other illegal substances whilst on business or whilst driving a vehicle owned or hired by the RNFA. Any breaches will be dealt with through the Disciplinary Procedure. Such offences are considered to be gross misconduct.

VISITORS & SECURITY

VISITORS TO THE RNFA

You should conduct your business with visiting representatives of other organisations in the offices, conference or meeting rooms available. Apart from visits by MoD military or civilian personnel you must have your Manager's permission before bringing visitors on to any other part of the RNFA or MOD premises. You are responsible for your visitors whilst they are on Association premises and must ensure that they comply with the No Smoking and Equal Opportunities Policy.

SECURITY OF PERSONAL PROPERTY

You should ensure that bags, wallets and other personal property are not left unattended. The RNFA will not normally accept liability or make any reimbursement for loss or damage to personal property whilst on Association's premises. You are advised not to bring unnecessary sums of money or valuables into work. Lost or found items should be reported to your Manager immediately.

SECURITY OF RNFA PROPERTY

The RNFA takes every reasonable precaution to protect its property. In all cases of wilful damage, theft or dishonesty involving Association property, the offender will be liable to instant dismissal and prosecution.

If you want to take an item of Association property off the premises, you should obtain the prior written permission of your Manager. You may be asked to produce this permission when you leave the premises.

You should ensure that the windows and doors are closed in your working area before leaving the premises.

RIGHT TO SEARCH

Due to the fact that the RNFA offices are on an MOD base, the Association is required to put in security provisions that protect all employees and the RNFA property. The RNFA reserves the right through its CEO, to search any person whilst entering, leaving and on the Association's premises, to question them concerning RNFA property, and to examine any article in their possession or in their vehicle. You have the right to be accompanied by a colleague (of the same gender) if you or any of your possessions are being searched.

Searches may be made routinely and randomly. It is hoped that employees will recognise the need for these procedures and understand that searches do not necessarily imply suspicion. Nevertheless, refusal to allow a search will constitute a breach of contract with the Association and may be considered to be gross misconduct. The RNFA seeks your co-operation on all aspects of security and you should report any actual or potential breaches to your Manager.

THE DISCIPLINARY PROCEDURE & INFORMATION

THE DISCIPLINARY PROCEDURE

In any organisation it is essential that certain standards and levels of performance are maintained to ensure the smooth running of the Association and the wellbeing of employees. The disciplinary procedure is designed to help and encourage all employees achieve and maintain acceptable standards of conduct, attendance and job performance. The aim is to ensure consistent and fair treatment for all employees.

Failure to meet standards of conduct by the employee may, initially, be brought to the employee's attention by their Manager in informal conversations, if this is appropriate.

In cases of poor job performance, the RNFA may elect to discuss this informally at first with the employee concerned. The employee's Manager would conduct this meeting. The purpose of this meeting is to establish the reasons for the poor job performance and identify and agree a mutually acceptable way forward. Such activities may include re-training, coaching or changing working procedures.

In all cases where disciplinary action is being considered, no decision will be reached and no disciplinary action will be taken, until such time as the matter has been fully investigated and the employee has been given the opportunity to state their case and to offer explanations. At all formal stages, employees have the right to be accompanied and will be given the opportunity to appeal against any disciplinary action taken.

Depending on the seriousness of the case, the disciplinary procedure may be entered into at any of the stages outlined below. In certain circumstances, the Association reserves the right to not follow the disciplinary procedure. Except in cases of gross misconduct, dismissal is unlikely to be the first step.

INFORMAL PROCEDURE

The RNFA will endeavour to deal with issues that arise with employees informally in the first instance. If an issue relating to performance or conduct arises your Manager or a member of the management team will attempt to speak to you on the day on which the issue arises or as soon as possible thereafter. If necessary the issue may be investigated and the outcome discussed with you. A note may be placed on your file recording the meeting or outcome of any investigation or discussions, or it may be confirmed to you by letter.

Where a disciplinary meeting is to be held, employees will be given notice of the disciplinary meeting. Although this will normally be not less than 24 hours, circumstances may demand that a meeting is held sooner.

The employee is entitled to be accompanied at a disciplinary meeting by a fellow employee or a trade union official. If the employee's chosen companion is not available at the time proposed for the meeting, the employee may delay the meeting provided that they propose an alternative time. The alternative time must fall within 5 working days of the date of the original meeting and must be at a time that is reasonable.

STAGES OF THE DISCIPLINARY PROCEDURE

Stage 1 – Verbal Warning

If conduct or performance does not meet acceptable standards, you will normally be given a formal verbal warning. A brief note of the warning will be kept on your personal file but, under normal circumstances, will become inactive after 6 months, subject to on-going satisfactory conduct and performance.

Stage 2 - Written Warning

If there is a repetition of an offence (for which a verbal warning has been given), or the offence is a more serious one, a Written Warning will be given. You will receive a letter recording the nature and outcome of the disciplinary meeting. This will give details of the complaint, the improvements required and, if appropriate, the time scales for review. It will warn that action under Stage 3 will be considered if there is no satisfactory improvement and will advise of the right to appeal. A copy of this warning will be held on your personal file but, under normal circumstances, will become inactive after 12 months, subject to on-going satisfactory conduct and performance.

Stage 3 - Final Written Warning

If there is a failure to improve conduct or performance is still unsatisfactory, or if the misconduct is sufficiently serious to warrant only one written warning, a Final Written Warning will be given. Again this will give details of the complaint, will warn that dismissal will result if there is no satisfactory improvement, and will advise of the right to appeal. A copy of this warning will be held on your personal file but, under normal circumstances, will become inactive after 12 months, subject to on-going satisfactory conduct and performance.

Warnings will be recorded on employee files but will be disregarded for disciplinary purposes after the stated periods, subject to continuous satisfactory conduct or performance, unless otherwise stated in warning letters. In exceptional circumstances, where repeated poor conduct or poor performance could not be tolerated in the future, the RNFA reserves the right to place written warnings on file for a longer period. In such cases, employees will be advised of this.

Stage 4 – Dismissal

If conduct or performance is still unsatisfactory and the employee fails to reach the prescribed standards, dismissal will normally result. This will first be discussed with the employee. This decision will then be confirmed in writing, detailing the person to whom any appeal should be made.

SUSPENSION

In certain circumstances an employee may be suspended from work pending further investigation. Suspension will normally be with pay. However, in exceptional circumstances only, the RNFA may reserve the right to suspend without pay or on reduced pay where there are serious allegations which may amount to gross misconduct or where the disciplinary procedure is delayed through no fault of the Association.

GROSS MISCONDUCT

Generally, gross misconduct includes any serious breach of conduct or duty which brings the RNFA into disrepute, or actions that are inconsistent with the relationship of trust and fidelity required between the Association and its employees. If the Association, after conducting a full investigation, is satisfied that gross misconduct has occurred, the result will normally be instant dismissal without notice or a payment in lieu of notice.

The following list, which is not exhaustive, outlines offences that are normally regarded as gross misconduct. Theft; fraud; deliberate falsification of records, expense claims, timesheets or other documentation; making untrue statements with intent of deceiving or defrauding the Association; fighting or assault on another person; being on Association premises under the influence of alcohol or illegal drugs; deliberate damage to property; unauthorised absence; breach of the Business Ethics and Anti-Bribery Policy; serious acts of insubordination; misuse of Association property; breach of the No Smoking Policy; communicating confidential information outside the Association; gross negligence; any violation of Health and Safety rules; and deliberate acts of harassment or non-compliance with the Association policy on equal opportunities.

RIGHT OF APPEAL & APPEAL PROCEDURE

At the conclusion of the Disciplinary Procedure all employees have the right to appeal against any disciplinary action taken against them. Employees have the right to be accompanied by a fellow employee or trade union official at appeal meetings. The Appeal Procedure is outlined below.

APPEAL AGAINST A WARNING

- An appeal must be made in writing within 5 working days of the disciplinary action
- It should be made to a Trustee stating the reasons for non-acceptance of the warning. A nominated Trustee will then fully review the facts
- The employee will be asked to attend an appeal meeting with the nominated Trustee within 5 working days
- The employee will be informed of the decision in writing within 5 working days of the meeting.

APPEAL AGAINST DISMISSAL

- An appeal should be made in writing to a Trustee within 5 working days
- A full review of the facts will be carried out and the employee invited to attend a meeting
- The employee will be informed of the decision in writing within 5 working days of the meeting. The Trustee's decision is final.

OVERLAPPING GRIEVANCE AND DISCIPLINARY PROCEDURES

If you wish to raise a grievance during a disciplinary process, the Association reserves the right to deal with both issues concurrently. You will be informed in writing of how the Association will be handling your individual circumstances and should be aware that any disciplinary decision may not be delayed.

GRIEVANCE PROCEDURE & INFORMATION

GRIEVANCE PROCEDURE

The aim of the Grievance Procedure is to resolve concerns that employees may have about their job, working conditions or any other issue relating to their employment. The objective is to resolve issues quickly and to the satisfaction of both parties. This procedure does not cover external complaints, employees should refer to the CEO for guidance.

INFORMAL PROCEDURE

Most grievances are best resolved informally in discussions with your Manager. If you have a grievance relating to any aspect of your job, working environment or the conditions of employment, you should speak to your Manager on the day on which the grievance occurs or as soon as possible thereafter. If necessary, the situation will be investigated and the outcome will be discussed with you.

FORMAL PROCEDURE

If the grievance cannot be resolved informally, you should put your grievance in writing to your Manager. If the grievance is against your own Manager, you should send your grievance directly to the CEO or a Trustee if appropriate. You will then be invited to a meeting to discuss the grievance, and may be accompanied by a work colleague or trade union official during the meeting. The Manager will respond to the grievance in writing within 5 working days of the meeting.

FINAL STAGE

If you are not satisfied with the outcome, you should write to the CEO, again giving details of your grievance and explaining why the matter remains unresolved. You will then be invited to attend a meeting with the CEO to discuss the grievance. A work colleague or trade union official may accompany you at this meeting. The CEO will respond to your grievance in writing within 5 working days of the meeting.

GRIEVANCE MEETING

If you wish to be accompanied at a grievance meeting and your chosen companion (work colleague or trade union official) is not available, you may ask for the meeting to be postponed by up to 5 working days and should suggest an alternative time for the meeting.

OVERLAPPING GRIEVANCE AND DISCIPLINARY PROCEDURES

If you wish to raise a grievance during a disciplinary process, the RNFA reserves the right to deal with both issues concurrently. You will be informed in writing of how the Association will be handling your individual circumstances and should be aware that any disciplinary decision may not be delayed.

EQUAL OPPORTUNITIES & NON-DISCRIMINATION

The RNFA is committed to a policy of equal opportunity and non-discrimination and aims to:

- Select, recruit, develop and promote the very best people, basing judgement solely on suitability for the job;
- Ensure all applicants and employees receive fair and equal treatment irrespective of sex, sexual orientation, gender reassignment, marital status, pregnancy and maternity, nationality, colour, race, national origin, religion or belief, age or disability;
- Maintain a working environment free from harassment and intimidation;
- Ensure that existing and new legislative Acts based on a stated right to equal treatment are strictly adhered to;
- Deal speedily and effectively with any complaints of alleged discrimination and/or harassment, ensuring all such complaints are fully investigated and that remedial action is taken where necessary.

DISCRIMINATION & HARASSMENT

Harassment can take many forms and can be aimed at an individual or a group. By way of example people can be subjected to harassment on the following grounds:

- Race, ethnic origin, nationality, colour, sex, sexual orientation or gender reassignment, pregnancy or maternity;
- Religion, belief or political conviction;
- Their willingness to challenge harassment, leading to victimisation;
- Disability, sensory impairment or learning difficulties;
- Their age - or youth, whether actual or perceived;
- Their association with a person with any of the above characteristics;
- A false perception of any of the above characteristics;
- Offence caused to them by any other employee or third party even though it may not have been directed towards them.

The RNFA will take all reasonable steps to ensure the elimination of harassment. Harassment will not be tolerated and deliberate harassment is considered to be gross misconduct.

EMPLOYEE RESPONSIBILITIES

Employees are expected to fully comply with the equal opportunities policy and may be disciplined if they are found to be in breach of it. Deliberate acts of discrimination or harassment are considered to be gross misconduct.

WHISTLEBLOWING

We are committed to conducting our business with honesty and integrity, and we expect all staff and volunteers to maintain high standards. However, all organisations face the risk of things going wrong from time to time, or of unknowingly harbouring illegal or unethical conduct. A culture of openness and accountability is essential in order to prevent such situations occurring or to address them when they do occur. This policy applies to staff and volunteers.

The aims of this policy are:

- To encourage staff and volunteers to report suspected wrongdoing as soon as possible, in the knowledge that their concerns will be taken seriously and investigated as appropriate, and that their confidentiality will be respected.
- To provide staff and volunteers with guidance as to how to raise those concerns.
- To reassure staff and volunteers that they should be able to raise genuine concerns in good faith without fear of reprisals, even if they turn out to be mistaken.

What is whistleblowing?

'Whistleblowing' is the disclosure of information which relates to suspected wrongdoing or dangers at work. This may include:

- criminal activity;
- miscarriages of justice;
- danger to health and safety;
- damage to the environment;
- failure to comply with any legal obligation or regulatory requirements;
- financial fraud;
- unauthorised disclosure of confidential information; or
- the deliberate concealment of any of the above matters.

A 'whistle-blower' is a person who raises a genuine concern relating to any of the above. If you have any genuine concerns related to suspected wrongdoing or danger affecting any of our activities (a 'whistleblowing concern') you should report it under this policy.

This policy should not be used for complaints relating to your own personal circumstances, such as the way you have been treated at work. In those cases you should use the Grievance Procedure or Anti-harassment and Bullying Policy or, if you are a volunteer, raise any concerns with the Volunteer Co-ordinator, as appropriate.

If you are uncertain whether something is within the scope of this policy you should seek advice from your line manager or the Volunteer Co-ordinator (who may need to take advice from a more senior manager).

Raising a whistleblowing concern

We hope that in many cases you will be able to raise any concerns with your line manager or the Volunteer Co-ordinator. You may tell them in person or put the matter in writing if you prefer. They may be able to agree a way of resolving your concern quickly and effectively. In some cases they may refer the matter to a more senior manager.

However, where the matter is more serious, or you feel that your line manager or the Volunteer Co-ordinator has not addressed your concern, or you prefer not to raise it with them for any reason, you should contact the Whistleblowing Officer.

We will arrange a meeting with you as soon as possible to discuss your concern. You may bring a colleague or union representative to any meetings under this policy. Your companion must respect the confidentiality of your disclosure and any subsequent investigation.

We will take down a written summary of your concern and provide you with a copy after the meeting. We will also aim to give you an indication of how we propose to deal with the matter.

Confidentiality

We hope that staff and volunteers will feel able to voice whistleblowing concerns openly under this policy. However, if you want to raise your concern confidentially, we will make every effort to keep your identity secret. If it is necessary for anyone investigating your concern to know your identity, we will discuss this with you.

We do not encourage staff or volunteers to make disclosures anonymously. Proper investigation may be more difficult or impossible if we cannot obtain further information from you. It is also more difficult to establish whether any allegations are credible and have been made in good faith. Whistleblowers who are concerned about possible reprisals if their identity is revealed should come forward to the Whistleblowing Officer and appropriate measures can then be taken to preserve confidentiality. If you are in any doubt you can seek advice from Public Concern at Work, the independent whistleblowing charity, who offer a confidential helpline. Their contact details are at the end of this policy.

External disclosures

The aim of this policy is to provide an internal mechanism for reporting, investigating and remedying any wrongdoing in the workplace. In most cases you should not find it necessary to alert anyone externally.

The law recognises that in some circumstances it may be appropriate for you to report your concerns to an external body such as a regulator. It will very rarely if ever be appropriate to alert the media. We strongly encourage you to seek advice before reporting a concern to anyone external. The independent whistleblowing charity, Public Concern at Work, operates a confidential helpline. They also have a list of prescribed regulators for reporting certain types of concern. Their contact details are at the end of this policy.

Whistleblowing concerns usually relate to the conduct of our staff, but they may sometimes relate to the actions of a third party, such as a customer, supplier or service provider. The law allows you to raise a concern with a third party, where you reasonably believe it relates mainly to their actions or something that is legally their responsibility. However, we encourage you to report such concerns internally first. You should contact your line manager, the Volunteer Co-ordinator (if you are a volunteer) or the Whistleblowing Officer for details.

Investigation and outcome

Once you have raised a concern, we will carry out an initial assessment to determine the scope of any investigation. We will inform you of the outcome of our assessment. You may be required to attend additional meetings in order to provide further information.

In some cases we may appoint an investigator or team of investigators including staff with relevant experience of investigations or specialist knowledge of the subject matter. The investigator(s) may make recommendations for change to enable us to minimise the risk of future wrongdoing.

We will aim to keep you informed of the progress of the investigation and its likely timescale. However, sometimes the need for confidentiality may prevent us giving you specific details of the investigation or any disciplinary action taken as a result. You should treat any information about the investigation as confidential.

If we conclude that a whistle-blower has made false allegations maliciously, in bad faith or with a view to personal gain, the whistle-blower will be subject to disciplinary action or, if a volunteer, they may be asked to stop volunteering for us.

If you are not satisfied

While we cannot always guarantee the outcome you are seeking, we will try to deal with your concern fairly and in an appropriate way. By using this policy you can help us to achieve this.

If you are not happy with the way in which your concern has been handled, you can raise it with the Whistleblowing Officer. Alternatively you may contact the Chairman of the Board of Directors. Contact details are set out at the end of this policy.

Protection and support for whistle-blowers

It is understandable that whistle-blowers are sometimes worried about possible repercussions. We aim to encourage openness and will support staff and volunteers who raise genuine concerns in good faith under this policy, even if they turn out to be mistaken.

Staff and volunteers must not suffer any detrimental treatment as a result of raising a concern in good faith. Detrimental treatment includes dismissal or disciplinary action in the case of staff and, more generally, threats or other unfavourable treatment connected with raising a concern. If you believe that you have suffered any such treatment, you should inform the Whistleblowing Officer immediately. If the matter is not remedied you should raise it formally using our Grievance Procedure or, if you are a volunteer, raise it with the Volunteer Co-ordinator.

Staff and volunteers must not threaten or retaliate against whistle-blowers in any way. Anyone involved in such conduct will be subject to disciplinary action or, if a volunteer, they may be asked to stop volunteering for us.

Contacts

Whistleblowing Officer

Steve Johnson 07747 018803

Chairman of the Board

John Gordon 07703 964968

Public Concern at Work

(Independent whistleblowing charity)

Helpline: (020) 7404 6609

E-mail: whistle@pcaw.co.uk

Website: www.pcaw.co.uk

RAISING CONCERNS POLICY

INTRODUCTION

The RNFA is committed to the highest standards of integrity and accountability, and actively encourages any employee with a serious concern about any aspect of the Association's dealings to come forward and voice those concerns.

The aim of this Policy is to ensure that you are fully supported following your decision to raise a concern. On the understanding that any issue raised is done in good faith, the RNFA will ensure that you are protected.

The RNFA will not tolerate any harassment, victimisation or other unfavourable treatment directed towards any employee because of their decision to raise a concern. Employee shall be considered to include employees, directors, Trustees, consultants, contractors, trainees, volunteers and agency staff.

POLICY

The RNFA works to ensure that high standards are maintained in all matters and therefore actively encourages an environment in which you can raise concerns that you may have in relation to any suspected wrongdoing within the Association.

This Policy applies to all individuals working at all levels of the Association including senior managers, officers, Trustees, employees, consultants, contractors, trainees, homeworkers, part-time and fixed-term workers, casual and agency staff and volunteers.

The RNFA actively encourages the disclosure of any information relating to any suspected matters of wrongdoing which may include:

- A criminal offence
- The breach of a legal obligation
- A miscarriage of justice
- A danger to the health and safety of any individual
- Damage to the environment
- A deliberate attempt to conceal any of the above.

This Policy provides an internal mechanism for reporting, investigating and remedying any suspected wrongdoing within the Association. This Policy should not be used for complaints relating to an employee's own circumstances at work. In those circumstances, you should refer to the Grievance Procedure.

PROCEDURE

If you would like to raise a concern, you should:

- Raise the matter with your immediate Manager. You may be asked to attend a meeting to discuss or clarify the matter further and/or to put it to the RNFA in writing.

- Depending on the nature and sensitivity of the issue you are raising, or if the suspected wrongdoing involves your immediate Manager or the CEO, you should contact the Chairman RNFA as appropriate.

Concerns raised must be in accordance with the following guidelines:

- Not to be raised for personal gain;
- To be raised in good faith;
- To have a reasonable belief that the concern is substantially true.

The person responsible for investigating the concern will undertake a detailed review of all information/processes in order to establish the truth of the situation and determine if any wrongdoing has occurred. This may not be your immediate Manager.

Whilst the Association will aim to keep you informed of the progress of the investigation and its likely timescale, there may be the need for confidentiality to prevent specific details of the investigation or any eventual outcome being divulged. All information that you receive regarding the matter will be treated confidentially by all persons involved.

If you are not satisfied with the way that your concern has been investigated, or with the outcome of any subsequent investigation, you should escalate the concern to the CEO or the Chairman RNFA (should the concern involve the CEO) for further review or investigation.

PROTECTION & SUPPORT

The RNFA encourages an environment of honesty and integrity and will support employees who raise genuine concerns in good faith under this policy, even if they are subsequently confirmed to be mistaken. You should be assured that you will not suffer any detrimental treatment as a result of raising a concern in good faith.

CONFIDENTIALITY

The RNFA encourages employees to raise concerns under this Policy. If you would prefer to raise a concern confidentially, all efforts will be made not to disclose your identity. However it may become necessary for anyone investigating the concern to be made aware of the identity of the person raising the matter. If this is required, you will be notified of this.

If an employee wishes the concern to be investigated confidentially, this may make it difficult to investigate the concerns and impede any subsequent investigation. It may also make it more difficult to determine if any allegations are credible and have been made in good faith. Any employee raising a concern through formal channels to the Association should do so under the guidelines, without fear of reprisal.

The RNFA will monitor the effectiveness of this policy regularly considering its suitability, adequacy and effectiveness. Any improvements identified will be made as soon as possible. It does not form part of your contractual terms.

HEALTH & SAFETY

HEALTH & SAFETY AT WORK

The RNFA recognises fully its responsibilities for the health and safety of its employees, contractors, visitors and the general public, and will ensure that adequate facilities are provided to carry out the policy and monitor its implementation.

The Association's policy is to do everything reasonably practicable to provide and maintain a safe and healthy working environment for its employees, contractors and visitors, and to safeguard the general public.

In providing this environment, the RNFA has to conform to legal requirements and regulations. Equally you are bound by law to abide by RNFA recommendations on health and safety. To ignore them may lead not only to disciplinary action but also legal prosecution.

The RNFA is required to bring to your attention details of the Association's policy in these matters and the arrangements for carrying out this policy. On your first day at work, you will be taken through an induction checklist, and this should bring to your attention essential site safety information. You should be familiar with its content and follow the specified safe working practices as appropriate. If you have not understood or find it difficult to take it in on your first day, you must ask your Manager for clarification. A general policy statement on Health and Safety at Work is detailed below.

GENERAL POLICY STATEMENT

The RNFA's Health and Safety Policy is reflected in the following objectives:

- To provide safe and healthy working conditions and to set high standards for the health and safety of employees and non-employees;
- To maintain these standards by adhering to statutory requirements and continually reviewing existing practices in order to ensure a healthy and safe working environment;
- To ensure the provision of such information, instruction, training and supervision as is necessary to ensure the health and safety of all employees;
- To ensure that managers and all employees understand their responsibilities to ensure maximum health and safety in all activities for which they are responsible or in which they take part;
- To obtain the co-operation of all employees in the observance of this policy in order to provide healthy and safe working conditions and freedom from accidents for all;
- To maintain an up-to-date knowledge of the potential hazards of all equipment and materials used within the Association;
- To assess the potential risk of materials before they are introduced to the RNFA and to re-assess any risks of equipment and materials at regular intervals.

ACCIDENT & INCIDENT REPORTING

If you are hurt or injured on MoD property whilst on RNFA business the local establishment staff will arrange for you to receive first aid treatment. If necessary, further medical assistance will be provided by the ambulance service or local hospital.

The details of all accidents and injuries caused on RNFA business, no matter how trivial, must be entered in the site Accident Book at the earliest opportunity.

FIRST AIDERS

The names of the First Aiders are set out on the building health and safety notice boards. First Aiders will be supported by the ambulance and local accident and emergency services as required by any incident.

RISK ASSESSMENTS

The RNFA regularly reviews its' working practices including the general working environment and individual employees' work stations, to ensure that best practices are adhered to or adopted, and that safety hazards are identified and accidents so far as reasonably practicable are avoided. The RNFA also regularly monitors the safety of any equipment or machinery provided for use by employees.

Maintenance is regularly and scrupulously carried out and proper records are kept. All equipment and machinery provided by the RNFA complies with the appropriate UK standards and is designed or adapted for the purpose for which it is used. All employees who use or supervise the use of such equipment or machinery are properly trained in its use including Health and Safety considerations.

EVACUATION & FIRE REGULATIONS

Make sure you are fully aware of the fire drill. The fire drill, including what to do and where you should assemble, is displayed on the building health and safety notice boards.

ACCIDENT PREVENTION

It is your duty to minimise the possibility of an accident occurring. You should leave desks, offices and all other places of work tidy and safe at the end of the day. You should inform your Manager immediately of any faulty furniture, equipment or materials and also report any practices or processes that you believe to be unsafe.

USE OF DISPLAY SCREEN EQUIPMENT

There are regulations in place to protect those employees who habitually use visual display screens (VDUs). It is important to ensure that your equipment (i.e. desk, chair, screen, keyboard and mouse) is arranged in such a way as to ensure that it can be used comfortably without over-reaching. You should also ensure that your screen is free from glare and reflections and is cleaned regularly.

You should organise your work in such a way to have short frequent breaks from looking at the screen and using the keyboard. This will reduce the chances of repetitive strain injury. You should also ensure that your chair is adjusted correctly to ensure a correct posture.

MANAGING STRESS AT WORK

INTRODUCTION

The RNFA is committed to protecting the health, safety and welfare of all employees. The Association recognises that work place stress is a health and safety issue and acknowledges the importance of identifying, and then reducing, work place stress. The Association seeks to control the sources of stress in the work place so as to reduce stress levels amongst employees.

This policy will apply to all employees. Managers are responsible for the implementation of the policy and the Association is responsible for providing all the necessary resources that are required for its implementation.

YOUR RESPONSIBILITIES

Where possible you should:

- Ensure that the regular breaks provided by the Association are taken.
- Try to organise your work so that you perform a variety of tasks each day.
- If you do not understand what you are doing or what is expected of you, ask your Manager for some guidance.
- If you feel that you are suffering from stress at work, please speak to your Manager.
- Raise issues of concern, including health and safety issues, with your Manager, or with any senior employee whom you feel comfortable approaching to discuss your concerns.

The RNFA'S RESPONSIBILITIES

The RNFA will:

- Conduct and implement recommendations of risk assessments.
- Ensure good communication between management and employees, particularly where there are organisational and procedural changes.
- Ensure you are trained to do your jobs efficiently and effectively.
- Monitor workloads to ensure that you are not overloaded.
- Be organised, plan ahead and set realistic objectives and targets.
- Ensure new employees have the correct experience, qualifications, skills and training to do the job.
- Monitor working hours and overtime to ensure that you are not overworking.
- Monitor holidays and rest periods to ensure that you are taking your full entitlements.
- Ensure that bullying and harassment is not tolerated within the Association.

COMPUTER, EMAIL & INTERNET POLICY

USE OF COMPUTERS, EMAIL & INTERNET

The Association's policy on the use of computers, email (including any mobile devices) and the internet, is designed to protect both the Association and individuals against misuse and to provide guidelines to users about the appropriate use of these systems.

The computer systems used by the RNFA are essential to the Association's operations. You should ensure that, at all times, your actions or in-actions do not compromise the working operation of the computer system. If you are unclear about any aspect of the policy you should speak to your Manager or the person responsible for the computer system. Any breach of the policy on the use of computers, email and the internet, will be dealt with through the Disciplinary Procedure.

SECURITY OF THE COMPUTER SYSTEM

Under no circumstances may illegal, defamatory, inappropriate or offensive software or material be accessed, installed, stored or downloaded onto any computer/workstation. In the event of any such software or material being found, you will be personally liable. This liability may include criminal prosecution, fines or penalties. In addition, such action is considered to be gross misconduct and the individuals concerned will be subject to the Disciplinary Procedure.

Copies of programs or data must not be taken or removed from the Association's premises without the express permission of your Manager (if authorised by the Data Owner). The RNFA regards computer system security to be of paramount importance. Any individual action or inaction that compromises this security is considered to be a serious matter. Detailed below are guidelines regarding use of computers:

- If you experience a problem with your computer you should inform your Manager or the person responsible for the computer system as soon as the problem arises. You should write down the details of any error messages so these can be communicated to the person who will deal with the problem;
- You may only log-on to the network using your own account and you should keep your password confidential.

Business Use of Social Media

If your duties or volunteer role require you to speak on behalf of the organisation in a social media environment, you must still seek approval for such communication from your manager, who may require you to undergo training before you do so and impose certain requirements and restrictions with regard to your activities.

Likewise, if you are contacted for comments about the organisation for publication anywhere, including in any social media outlet, direct the enquiry to the Board of Directors and do not respond without written approval.

The use of social media for business purposes is subject to the remainder of this policy.

Guidelines for Responsible Use of Social Media

You should make it clear in social media postings, or in your personal profile, that you are speaking on your own behalf. Write in the first person and use a personal e-mail address.

Be respectful to others when making any statement on social media and be aware that you are personally responsible for all communications which will be published on the internet for anyone to see.

If you disclose your affiliation with us on your profile or in any social media postings, you must state that your views do not represent those of your employer (unless you are authorised to speak on our

behalf as set out in paragraph 30.12). You should also ensure that your profile and any content you post are consistent with the professional image you present to clients and colleagues.

If you are uncertain or concerned about the appropriateness of any statement or posting, refrain from posting it until you have discussed it with your manager.

If you see social media content that disparages or reflects poorly on us, you should contact your manager or a member of the Board of Directors.

Monitoring

We reserve the right to monitor, intercept and review, without further notice, staff and volunteer activities using our IT resources and communications systems, including but not limited to social media postings and activities, to ensure that our rules are being complied with and for legitimate business purposes and you consent to such monitoring by your use of such resources and systems.

You must not make comments or down/upload material to such sites that may be inappropriate, offensive or bring the RNFA into disrepute. Such behaviour will be considered to be gross misconduct.

USE OF EMAIL

Although email communication is in common use, it can have legal implications for the people that use it and the Association for which you work. In particular, you should be aware that the contents of emails sent from a RNFA's computer system can bind the Association contractually or can give rise to defamation claims.

Detailed below are guidelines on the use of email with the RNFA:

- The provision of email on the computer system is generally for business use. Private emails outside the RNFA are allowed provided you have gained the prior permission of your Manager and read / respond to them outside of working hours;
- Do not write anything in an email that you would not put in a letter or say to a person's face. You should not use obscene, vulgar, abusive or inappropriate language, pornographic or offensive pictures or other such material in emails;
- Be aware that emails could have a contractual implication or become legally binding;
- Do not send multiple or chain emails;
- Do not forward emails to colleagues inside the RNFA unless they are business-related;
- Do not post your personal details or the details of the RNFA to an internet web site;
- Report all unsolicited email that is received to your Manager or the person responsible for the computer system.

You should be aware that the RNFA, via its ISP, monitors all email activity. The Association also reserves the right to investigate the email activity of individual employees, where there are reasonable grounds to believe that the Association email policy has been breached, to protect the rights of other employees or to investigate internal or external complaints about malicious emails.

It may be necessary to access the incoming emails of individual employees during their absence. This would normally apply to employees who have regular contact with customers or suppliers, and where the Association has identified the need for this relationship to be actively managed in the absence of the employee. There may also be other occasions where, for business reasons, the Association needs to access emails in order to retrieve information. Therefore, you are advised not to include personal or private information in emails that are sent or received via the Association's computer system.

You should note that the RNFA provides a facility to delete personal emails from your own computer. The RNFA recommends that you regularly review any personal emails that are stored in your Inbox, and delete them from your computer. If you are unsure how to delete unwanted emails, you should contact your Manager or the person responsible for the computer system.

FLEXIBLE WORKING – POLICY & PROCEDURES

The purpose of the RNFA's flexible working policy is to establish an attractive working environment that supports employees' work-life balance without compromising the delivery of the RNFA's work. The policy offers employees the opportunity to balance their contractual duties and responsibilities as employees with their commitments and interests outside work, by allowing them to work flexibly where this does not conflict with the functioning of Directorates and Teams.

Some employees have a statutory right to request flexible working and the RNFA has a statutory responsibility to give serious consideration to their applications. It is the RNFA's policy to allow all employees to apply for flexible working and each request will be considered seriously and assessed on its own merits. However, flexible working is not an automatic entitlement and not all types of flexible working will be suitable for all roles within the RNFA. There will always be circumstances when the RNFA is unable to accommodate a desired work pattern. However, this policy aims to facilitate discussion and to encourage both parties to find a mutually agreeable solution.

The policy and procedures apply to all employees on permanent or fixed-term contracts. They are a statement of the RNFA's policy and management guidelines and do not form part of the contract of employment or otherwise have contractual effect.

The RNFA's flexible working policy complies with:

- The **Employment Act 2002**, which gives parents of children up to the age of 16, or of disabled children aged under 18, the right to request work flexibility, subject to certain eligibility criteria;
- The **Work and Families Act 2006**, which gives carers of certain adults in need of care the right to request work flexibility, subject to certain eligibility criteria;
- The **Part-time Workers (Prevention of Less Favourable Treatment) Regulations 2000**, which requires employers to treat part-time workers no less favourably than full-time workers;
- The **Fixed-term Employees (Prevention of Less Favourable Treatment) Regulations 2002**, which requires employers to treat fixed-term workers no less favourably than full-time workers;
- The **EU Working Time Regulations**, which limit the working week to 48 hours and the working day to 13 hours, and require a 20 minute rest break if the working day is longer than 6 hours.
- The **Employment Rights Act 1996** which gives employees with 26 weeks service, the statutory right to request a change to the working hours or place of work.

PROCEDURES

Other types of flexible working

The RNFA will consider applications for the following types of flexible working:

- **part-time working:** employees work less than the standard, full-time hours, e.g. 3 days per week, with salary reduced pro rata;
- **compressed hours:** employees work the total weekly number of contracted hours in four rather than five working days;
- **job sharing:** one full-time job is split between two (or occasionally more) employees, where the sharers share responsibility for the job;
- **job splitting:** one full-time job is split between two (or occasionally more) employees who each have their own defined responsibilities;
- **term-time working:** employees remain on a permanent contract but can take paid or unpaid leave during school holiday;
- **home working:** employees regularly spend all or part of their time working from home;
- **sabbatical/career break:** employees take an extended period of unpaid time off.

APPLYING FOR FLEXIBLE WORKING OTHER THAN FLEXI-TIME AND TOIL

To apply for flexible working, employees should complete a flexible working application form (see Appendix H) and give it to their manager who will consider the application. Each request for flexible working will be treated and considered on its own merits, with managers giving full consideration to both the impact on the employee and the needs of the RNFA.

Within 28 days of receipt of the written application, the manager will meet the employee to discuss the desired working pattern in depth and how it might be accommodated. This will also provide an opportunity to consider other alternative working patterns if the manager considers that the employee's requested working pattern cannot be accommodated. The employee will be invited to bring a work colleague or trade union representative to the meeting if they wish to do so. The meeting may not be required if the manager agrees to the terms of the application and notifies the employee accordingly within 28 days of receiving the application.

Within 14 days of the meeting, the manager will write to the employee to advise them that their request has been granted or to explain why the application cannot be granted. If the application has been granted the letter will confirm the details of the new working pattern and the date from which the arrangement will take effect. In certain circumstances a new working arrangement may result in a permanent change to the employee's terms and conditions of employment. The manager will therefore notify the CEO, who will authorise any payroll changes or amendments to the contract of employment. The employee will have no right to return to their original working arrangement without the prior agreement of the RNFA.

In some circumstances the RNFA and employee may agree to a trial period to see if the proposed variation would be appropriate. The details and length of the trial period will be set out in writing. The trial would not constitute a permanent change to the employee's terms and conditions of employment.

The RNFA will refuse an application only where there is a clear business reason for so doing, for example where there would be:

- a burden of additional costs as a result of the variation in working hours;
- a detrimental effect on the RNFA's ability to meet the demands of its customers i.e. its beneficiaries, potential beneficiaries, donors and supporters;
- a detrimental impact on quality;
- a detrimental impact on performance;
- an inability to reallocate work among existing staff;

- an inability to recruit additional staff;
- Insufficient work during the periods the employee proposes to work;
- planned structural changes.

Where applications for flexible working are rejected, employees who have a statutory right to apply for flexible working have a right to appeal against the decision. In cases where the staff do not have a statutory right to apply for flexible working the manager's decision will be final and there will be no right to appeal, other than through the RNFA's grievance procedure.

APPEAL PROCESS

If an employee who has a statutory right to apply for flexible working is dissatisfied with the decision they may appeal within 14 days of receipt of the letter notifying them of the outcome. Any appeal should be made in writing to the CEO, copied to the manager, setting out the basis for appeal. An appeal panel consisting of the CEO/Trustee and a senior manager, both of whom must not have been involved in the original decision, will hear the appeal.

The appeal panel will hear evidence from the manager and employee and may seek advice from the HR advisor. The employee will be invited to bring a work colleague or trade union representative to the appeal if they wish to do so.

The decision of the appeal panel will be final.

MONITORING AND REVIEW

Flexible working can be reviewed and possibly withdrawn if it is demonstrated that:

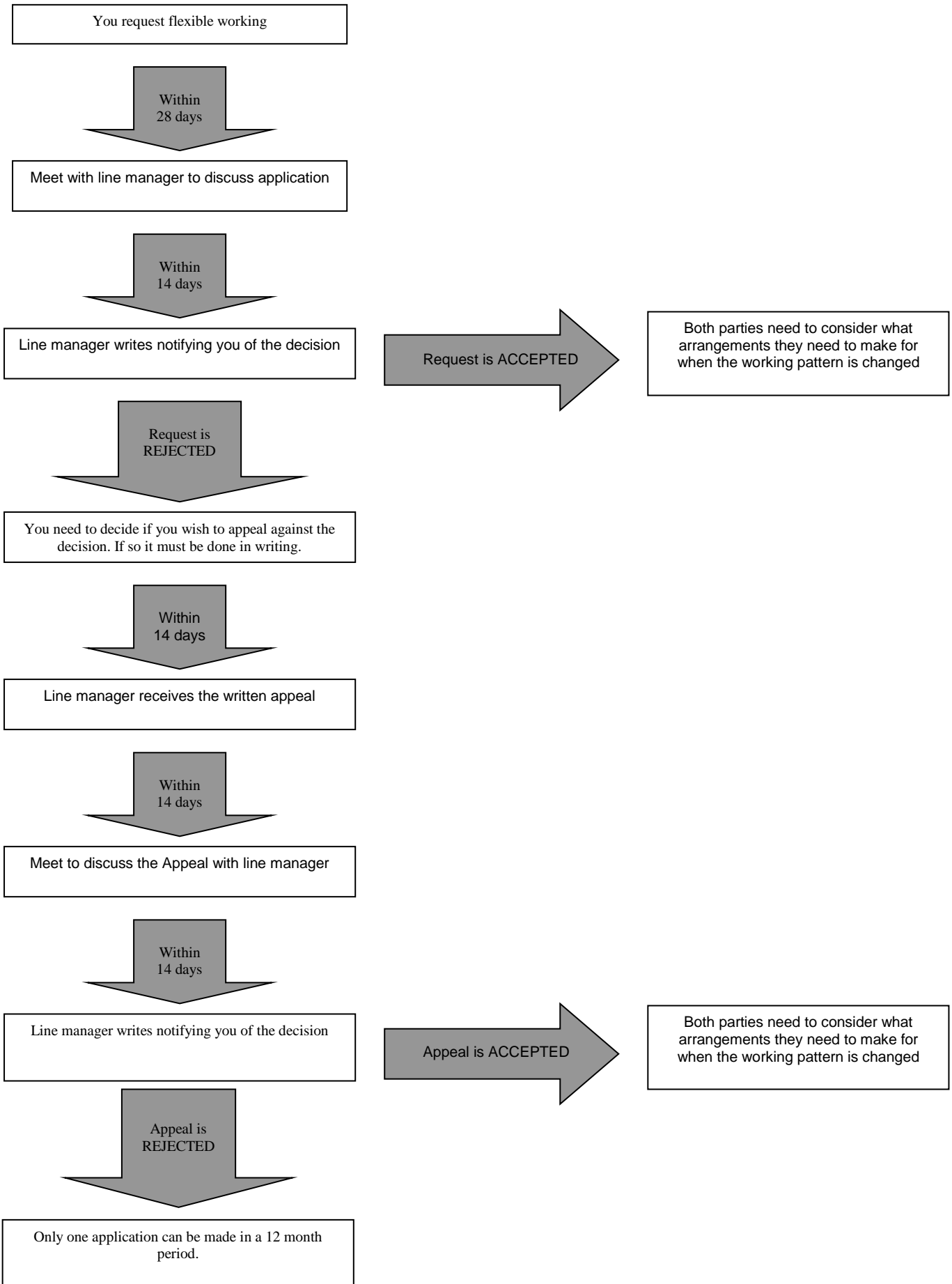
- the performance of an employee suffers as a result;
- the effective and efficient operation of a department or directorate is compromised; or
- the ability of the RNFA to fulfil its objectives is compromised.

Flexible working may be withdrawn from employees who abuse the flexible working system. Such employees may face disciplinary action under the RNFA's Disciplinary Policy.

When employees work from home they must clearly indicate their contact details on their telephone and their computer when they are not in the office. Their RNFA telephone must be indicate and alternative mobile or landline number on home working days

The CEO will be responsible for ensuring this policy is properly administered.

RIGHT TO REQUEST FLEXIBLE WORKING FLOWCHART



FLEXIBLE WORKING – INSTRUCTIONS TO MANAGERS

If an employee requests flexible working you should consider their request carefully, bearing in mind the RNFA's policy on flexible working.

You may only reject an application where there is a clear business reason for so doing, for example where there would be:

- a burden of additional costs as a result of the variation in working hours;
- a detrimental effect on the RNFA's ability to meet the demands of its customers i.e. beneficiaries, potential beneficiaries, donors and supporters;
- a detrimental impact on quality;
- a detrimental impact on performance;
- an inability to reallocate work among existing staff;
- an inability to recruit additional staff;
- insufficient work during the periods the employee proposes to work;
- planned structural changes.

If necessary seek guidance from the CEO

Within 28 days of receipt of a written application for flexible working you must:

- Confirm receipt of the application.
- Start to complete Form FW/2(Acceptance) or 3(Refusal) (Appendix H).
- Arrange a meeting with the employee to discuss the desired working pattern in depth and how it might be accommodated (a meeting will not be required if you agree to the terms of the application and notify the employee accordingly within 28 days of receiving the application). The meeting will provide you with an opportunity to consider other alternative working patterns if you consider that the employee's requested working pattern cannot be accommodated. If you wish you may invite the HR advisor to attend the meeting.

You must inform the employee of the outcome of the meeting within 14 days by giving them a copy of Form FW/2 or 3 as appropriate. Ask them to sign the form.

Send a copy of Form FW/2 to the CEO so personnel records, contracts of employment and pay can be amended accordingly.

Your decision will be final unless the employee has applied on Form FW/1 in which case they have a right to appeal against your decision, using Form FW/4 to which you should reply using Forms FW5 or FW6

FLEXIBLE WORKING – HOME WORKING GUIDELINES

Home working may be appropriate where a particular task requires concentration and needs to be carried out in a quiet environment away from the normal place of work. Usually this would be for one-off pieces of work and/or project related work. Staff must obtain the prior consent of their manager when they wish to work at home and this must be indicated clearly in their diaries.

Staff can request permission to work at home on a regular basis, provided that their work can be done as effectively and efficiently when working from home as when working in the office, and the arrangement would not be detrimental to the overall work of the RNFA.

For all home working managers must satisfy themselves that the home environment is suitable for work. A dedicated office space is not required for one-off pieces of work, but it is required for home working on a regular basis. Facilities must be available to store personal data securely, e.g. in a locked filing cabinet or cupboard.

In appropriate circumstances, laptop computers may be made available for home working. However, all other costs such as the provision of PCs and a suitable broadband internet facility will be the responsibility of the employee. The IT team may, subject to their core responsibilities within the RNFA, arrange connectivity with email/calendars.

As with all flexible working arrangements, home working is not an entitlement, unless it is specified in the contract of employment. Approval will not be given, or continued, where there is an unacceptable reduction in the quantity or quality of work. It is unlikely to be acceptable to the RNFA for all staff to be out of the office at any one time.

Home working will not be considered as a substitute for arranging the care of children or other dependants. The full contracted hours must be worked. With agreement of the manager, there can be flexibility on how these hours are worked - for example, to take children to and from school - provided the hours are made up at another time.

Home workers must not hold meetings in their own homes and must establish a checking in system with their manager that ensures their safety.

REMOTE WORKING POLICY

As an employee who regularly works from a remote location, you are required to be familiar with and agree to the following policy.

Even though as a remote employee you are not regularly physically in the office, you are still required to adhere to all the relevant rules outlined in this Staff Handbook. You should agree with your Manager procedures for recording and handling in the office incoming post and other hard copy documents and the means by which your Manager can, as appropriate/necessary, assess the volume of your work, its quality and timeliness, and priorities.

WORKING HOURS

It is the employee's responsibility to ensure that you adhere to your standard and core working hours as stipulated in your contract of employment. You should make arrangements with your Manager to "clock in" and "clock out" by telephone or e-mail. You are required when requested to attend departmental meetings in the office. These meetings will typically be scheduled with sufficient advance notice.

HOLIDAY AND ABSENCE MANAGEMENT

You are required to follow the RNFA's notification procedure with regards to booking annual leave or reporting any absence from the office such as sickness absence. It is your responsibility to ensure you keep your Manager informed of your whereabouts and any period of time during your working hours that you are unable to perform your duties.

EQUIPMENT

The RNFA will provide you with a laptop and mobile phone. These should be used for work purposes only and should only be available for use by you. Any hardware or software purchased by the Association remains the property of the Association and will be returnable to us upon request. Software used is subject to the same restriction of use as software used in the office. The RNFA assumes no responsibility for the repair, maintenance or replacement of personally-owned equipment used for remote working.

You may have your own printer at home and therefore the Association would therefore generally not pay for or reimburse the cost of a printer. It would however be prepared to consider contributing to the cost of a new or replacement printer proportionate to your work/personal usage.

SECURITY OF INFORMATION

Employees in any location may not compromise the confidentiality or security of the Association or its donors or supporter's information due to remote working or remote access. You must comply with the policies and guidelines for proper use of IT, information and data found in the Employee Handbook. Breaches of information security whether by accident or design while remote working may lead to disciplinary action.

DOMESTIC CARE

During established work hours, you agree that family or dependent care demands shall not compete with work except in the case of an emergency.

TIME OFF IN LIEU POLICY

TOIL is time off that staff are allowed to take for exceptional hours worked beyond the normal working day provided the need for such additional hours to be worked has been agreed in advance. There is an expectation that RNFA staff will work reasonable hours necessary to carry out their normal duties effectively but from time to time staff may be required to work in excess of their contractual paid hours.

TOIL should not therefore be used where occasional additional hours are required to compensate for normal fluctuations in workload. Neither should it be seen as an alternative to a flexitime system. It should be used only where there is a foreseeable need to maintain levels of service which alternative working arrangements, such as revising annual leave requests or other staff being temporarily available to provide additional manpower, could not cover.

PRINCIPLES GOVERNING THE USE OF TOIL

- Working additional hours is voluntary.
- The additional hours are sporadic or required for a limited period of time only.
- Employees do not have the right to demand TOIL. TOIL should only be accumulated within a plan agreed with your manager and any additional working hours should be agreed in advance. If this agreement is not in place, then the additional hours will not qualify for the accrual of TOIL. When you identify that additional hours may justify TOIL, you should raise it with your manager in advance of the requirement to work them.
- Time off accumulated through TOIL arrangements will be awarded as completed one complete hour blocks of time equivalent to time actually worked and will be limited to seven (7) hours in any one month.
- TOIL should be taken as soon as practicably possible after it has been accrued, at the latest within 3 months of accrual.
- TOIL does not apply to lunch periods.
- The operation of TOIL depends on mutual trust. Any suspected abuse of TOIL will be treated as a disciplinary matter.

CLAIM AND APPROVAL PROCEDURE:

In order to claim TOIL you must complete the appropriate section on your Leave Card and get the Line Managers / CEO approval

AMENDMENTS TO EMPLOYEE HANDBOOK

This section is used to record any amendments made to the employee handbook.

Date	Clause Amended
16 March 2018	Pages, 3,47,48.49.58.59. Appendix G, H

APPENDIX A

THE WORKING TIME REGULATIONS

The Working Time Regulations came into effect on 1st October 1998. The regulations provide rights for workers with regard to their working hours.

One of the main provisions of the Working Time Regulations is a limit on the average number of hours worked per week to 48 hours over a 17-week period. Employees may give their written consent to be excluded from the average 48-hour limit, but are under no obligation to do so.

WORKING PRACTICES

The nature of our work means that we may require you to work additional hours, which may result in you working in excess of the average 48 hours per week.

This agreement provides for the occasions when longer working hours may be required. It allows us to ask you to work additional hours and confirms your agreement to work in excess of 48 hours per week if this is required.

AVERAGE 48 HOUR WEEK

The average 48 hours per week is calculated over a 17-week period.

TERMINATION OF THIS AGREEMENT

If in the future you do not wish to work more than an average of 48 hours per week, you can withdraw your agreement by giving 3 months notice in writing to your Manager.

YOUR CONSENT

Please sign and return this form to indicate your agreement to work, if required, hours that may be in excess of an average of 48 hours per week.

DECLARATION BY EMPLOYEE

I have read and understood this agreement and confirm that I am willing to work in excess of an average of 48 hours per week if this is required. I understand I may withdraw my agreement in the future by giving notice in writing.

SIGNED BY EMPLOYEE

SIGNED:

NAME:

DATE:

MEDICAL SELF CERTIFICATION FORM



Self-Certification Form

THIS FORM SHOULD BE COMPLETED FOR ALL ABSENCES OF ONE DAY OR MORE THROUGH SICKNESS

Surname: First Name:

Address:

.....

.....

I was absent from: am / pm Date:

Till my return to work: am /pm Date:

Reason for absence (State nature of illness)

.....

.....

.....

.....

Name and address of any Doctor consulted:

.....

.....

.....

.....

Signed: Date:

RETURN TO WORK INTERVIEWS

Preparing for Interviews

- Have details of all recent absences available
- Check for any patterns, recurring trends or underlying illnesses
- Book a meeting room or find somewhere quiet and private to conduct the meeting
- Be ready to listen to anything the employee will add
- The interview should be undertaken as soon as possible to the employees return to work.

Your main focus and objectives for the Interview

- Welcome the employee back
- Check that the employee is ready to return and has not come back early
- Confirm the reasons for absence
- Discuss further to your understanding from conversations during the absence any problems that may have caused or contributed to the absence
- Where any causes are identified, discuss what help you as the employer can offer to address these
- Discuss any further action that may be necessary

Holding the Meeting

- Remember, this is a return-to-work interview, not a disciplinary hearing (if a disciplinary becomes appropriate, deal with this separately; and in accordance with out disciplinary procedures.
- Use open questions to gather as much information as possible
- Ensure the employee is fit to return to work, employers are able to request 'fit notes' and it will be the employees responsibility to consider these and carry out a risk assessment when the employee returns to work.
- Identify the cause of the absence and explore ways this can be addressed in the future
- Be sensitive and considerate to the employee- they've just returned from sick leave and you don't want to cause them more problems, but address what you can for the future wellbeing of the employee
- If appropriate, remind the employee that their continued employment could be influenced by poor attendance
- Determine whether there are any disability issues that might need to be allowed for.
- Discuss any failures of the employee to properly notify you and the Ops team of the absence promptly and fully- including how they notified you of the absence.

After the Meeting

- Prepare notes of your discussions, using the attached template as a basis, covering all the points raised, and keep this in the personnel records.
- If appropriate, consider any reasonable adjustments you can make
- Determine whether you need to deal with the poor attendance as a disciplinary issue
- Continue to monitor attendance and take further action where problems continue or return.

On each occasion of sickness, if the employee is off for 5 days or more they must obtain a fit note from the doctor before returning to work.

The 10 day rule still applies, as per our handbook, in that after 10 days of absence, any further sickness taken is likely to be unpaid subject to statutory sick pay or unless the employee has been signed off by the doctor and possesses a fit note.

Each case will be treated individually and advice should be sought from Ops Dept.

Disciplinary Procedure for Absence

Bradford Factor

The Bradford Factor is used in human resource management as a means of measuring worker absenteeism. The amount of days taken sick are calculated against occasions of sickness and a score is given. The guidelines for appropriate action to take are in the table below.

Thresholds for Bradford Factor

0-49	No action required
50-124	Consider Issuing a Verbal Warning
125-399	Consider Issuing a First Written Warning
400-649	Consider Issuing a Final Written Warning
650+	Consider Dismissal

Once the employee has had 3 or more occasions of sickness or between 50-124 Bradford Factor points, the employee’s manager should consider issuing a verbal warning.

After 4 occasions of sickness or 125-399 points, you should consider issuing a First Written Warning.

After 5 occasions of sickness or 400-649 points, you should consider issuing a Final Written Warning.

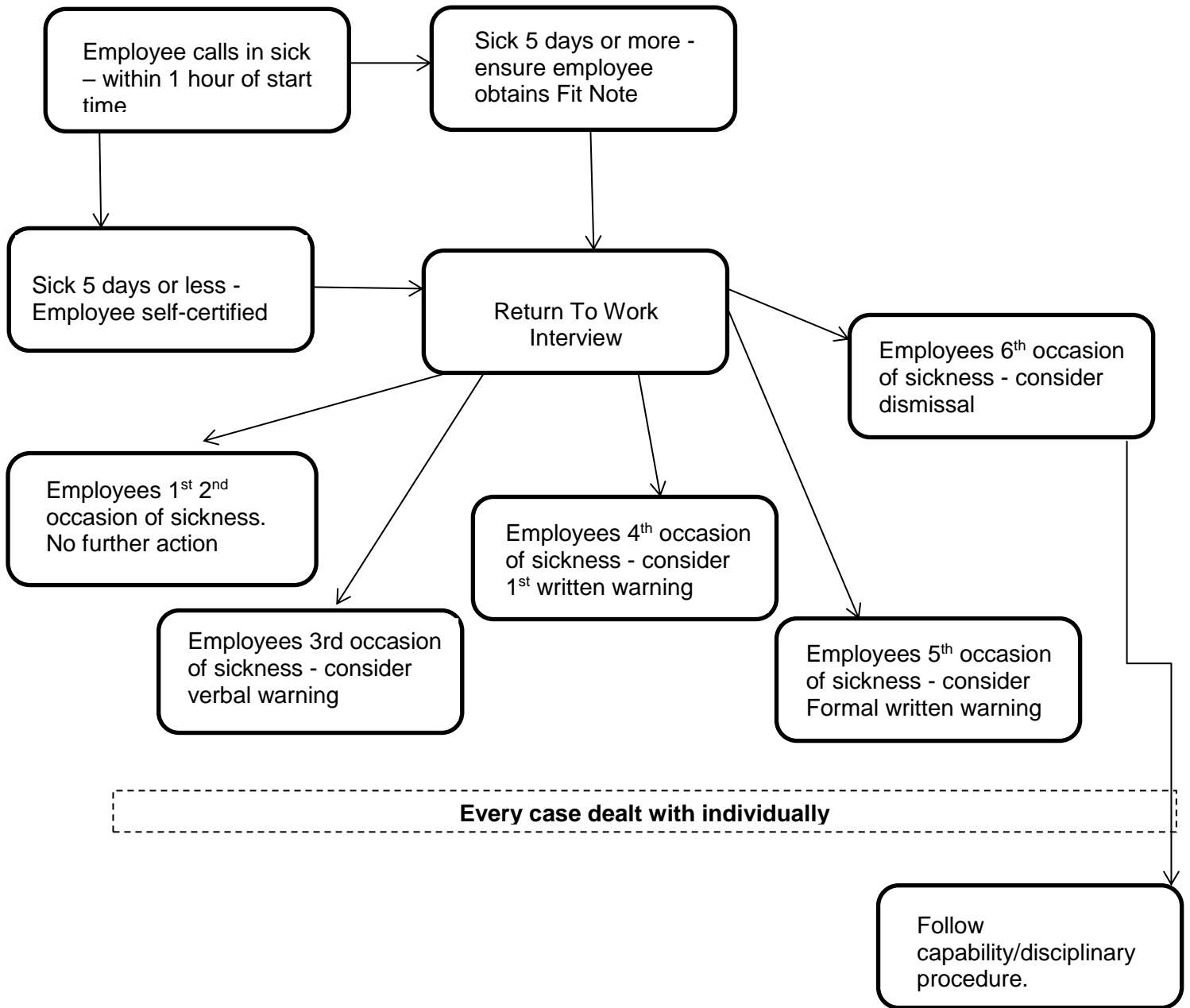
After 6 occasions of sickness or 650+ points, consider dismissal.

No Concern	0
Some Concern	22
Action Required	45
Consider Disciplinary	100
Serious Disciplinary Likely	900

Enter the 3 Bradford factor levels that you wish to use as gauges to change the Bradford factor heat map below

Absence occurrences	1	1.5	2	2.5	3	3.5	4	4.5	5	5.5	6
1	1	1.5	2	2.5	3	3.5	4	4.5	5	5.5	6
2	8	12	16	20	24	28	32	36	40	44	48
3	27	40.5	54	67.5	81	94.5	108	121.5	135	148.5	162
4	64	96	128	160	192	224	256	288	320	352	384
5	125	187.5	250	312.5	375	437.5	500	562.5	625	687.5	750
6	216	324	432	540	648	756	864	972	1080	1188	1296
7	343	514.5	686	857.5	1029	1200.5	1372	1543.5	1715	1886.5	2058
8	512	768	1024	1280	1536	1792	2048	2304	2560	2816	3072
9	729	1093.5	1458	1822.5	2187	2551.5	2916	3280.5	3645	4009.5	4374
10	1000	1500	2000	2500	3000	3500	4000	4500	5000	5500	6000
11	1331	1996.5	2662	3327.5	3993	4658.5	5324	5989.5	6655	7320.5	7986
12	1728	2592	3456	4320	5184	6048	6912	7776	8640	9504	10368
13	2197	3295.5	4394	5492.5	6591	7689.5	8788	9886.5	10985	12083.5	13182
14	2744	4116	5488	6860	8232	9604	10976	12348	13720	15092	16464

Absence Process



APPENDIX D

TRAINING COURSE APPLICATION FORM

NAME:		POSITION:	
DETAILS OF TRAINING COURSE REQUESTED AND AGREED:			
TOTAL AMOUNT OF TRAINING:			
TYPE OF TRAINING:			
STARTING DATE OF TRAINING:			
COMPLETION DATE OF TRAINING:			
RECOVERY OF TRAINING COSTS			
<p>a) Should I fail to attend a training course, following giving my agreement to attend, for a reason not associated with authorised holiday or certified sickness, I agree to repay to the Company the cost of the training course(s) as detailed above.</p> <p>b) Should I leave the Company, I agree to repay to the company from the end date of each module, or the examination date if this is later, or the last date of attendance if the course was not completed, the cost of the training course(s) as detailed above but at the rates detailed below.</p>			
Length of employment from the date of the training to date of termination of employment		% OF TOTAL COST TO BE REPAYED	
<ul style="list-style-type: none"> • Up to 3 months after the above date • 3 to 6 months from the above date • 6 to 9 months from the above date • 9 to 12 months from the above date • 12 to 18 months from the above date • 18 to 24 months from the above date • 24 months from the above date 			
<p>I agree and authorise the Company to make deductions from my final payments, including holiday pay, for any outstanding monies owed to the Company for the training course(s) detailed above. Should further monies be due to the Company, I confirm that I will repay the amount owed within six months of my leaving date.</p>			
SIGNED BY EMPLOYEE:			
PRINT NAME:		DATED:	
AUTHORISATION FOR TRAINING:			
AUTHORISED BY:			DATED:

FLEXIBLE WORKING HOURS APPLICATION - FORM FW1 - PAGE 1

NOTES FOR APPLICANTS:

You can use this form to make an application to work flexibly under the right provided in law to help eligible employees care for their children.

You should note that under the right it may take up to 4 weeks to consider a request before it can be implemented and possibly longer where difficulties arise. You should therefore ensure that you submit your application to the appropriate person well in advance of the date you wish the request to take effect.

It will help us to consider your request if you provide as much information as you can about your desired working pattern. It is important that you complete all the questions, as otherwise your application may not be valid. When completing sections 3 and 4, think about what effect your change in working pattern will have on the work that you do and on your colleagues. Once you have completed the form, you should immediately forward it to your manager (you might want to keep a copy for your own records). Your manager will then have 28 days after the day your application is received in which to arrange a meeting with you to discuss your request. If the request is granted, this will be a permanent change to your terms and conditions unless otherwise agreed.

NOTE TO MANAGERS:

This is a formal application made under the legal right to apply for flexible working and the duty on employers to consider applications seriously. You have 28 days after the day you received this application in which to agree to the request or arrange a meeting with your employee to discuss their request. You should confirm receipt of this application using the attached confirmation slip.

Forms accompanying the guidance have been provided for you to respond to this application.

1. Personal Details	
Name:	Start date with RNFA:.....
Manager:	Job title:.....
Department:	Date of previous flexible working application:

To RNFA:

I would like to apply to work a flexible working pattern that is different to my current working pattern under my statutory right provided in law. I confirm that I meet each of the eligibility criteria as follows:

- I have worked continuously as an employee of the company for the last 26 weeks.
- I have not made a request to work flexibly under this right during the past 12 months.

If you are unable to say yes to the above then you do not qualify to make a request to work flexibly in law. This does not mean that your request may not be considered, but you will have to explore this separately with your line manager. The RNFA offer flexible working to employees where the needs of the association can accommodate it.

FLEXIBLE WORKING HOURS APPLICATION - FORM FW1 - PAGE 2

2a. Describe your current working pattern (days/hours/times worked):

2b. Describe the working pattern you would like to work in future (days/hours/times worked):

(you may continue on a separate sheet if necessary)

2c. I would like this working pattern to commence from: Date:

3. Impact of the new working pattern

I think this change in my working pattern will affect my employer and colleague as follows:

4. Accommodating the new working pattern

I think the effect on my employer and colleagues can be dealt with as follows:

Name: **Date:**

NOW PASS THIS APPLICATION TO YOUR LINE MANAGER



Employer's Confirmation of Receipt (to be completed and returned to employee)

Dear:

I confirm that I received your request to change your work pattern on (date)
I shall be arranging a meeting to discuss your application within 28 days following this date. In the meantime you might want to consider whether you would like a fellow colleague to accompany you at the meeting.

Name: **Date:**

Cut this slip off and return it to your employee in order to confirm receipt of their application

FLEXIBLE WORKING APPLICATION ACCEPTANCE – FORM FW2

Note to Line Managers:

You must write to your employee within 14 days following the meeting with your decision. This form can be completed by the employer when accepting an application to work flexibly. If you cannot accommodate the requested working pattern you may still wish to explore alternatives to find a working pattern suitable to you both.

Please note that Form FW3: Flexible Working Rejection Form should be used if the employee's working pattern cannot be changed, and no other suitable alternatives can be found.

Dear: Employee Number:.....

Following receipt of your application and our meeting on: (date) I have considered your request for a new flexible working pattern.

- I am pleased to confirm that I am able to accommodate your application
- I am unable to accommodate your original request. However, I am able to offer the alternative pattern which we have discussed and you agreed would be suitable to you.

Your new working pattern will be as follows:

Your new working arrangements will begin from: (date)

Note to the employee:

Please note that the change in your working pattern will be a permanent change to your terms and conditions of employment and you have no right in law to revert back to your previous working pattern.

If you have any questions on the information you provided on this form please contact me to discuss them as soon as possible.

Name: Date:

FLEXIBLE WORKING APPLICATION REFUSAL – FORM FW3

Note to Line Managers:

You must write to your employee within 14 days following the meeting with your decision. This form can be completed by you when declining an application. Before completing this form you must ensure that full consideration has been given to the application. You must state the business ground(s) as to why you are unable to agree to a new working pattern and the reasons why the ground(s) applies in the circumstances. The list of the permissible business grounds under which a request may be refused are detailed in the procedure.

<p>Dear: Employee Number:.....</p> <p>Following receipt of your application and our meeting on (date) I/ We have considered your request for a new flexible working pattern.</p> <p>I am sorry but I am unable to accommodate your request for the following business ground(s):</p> <p>The grounds apply in the circumstances because:</p> <p>(You should explain why any other work patterns you may have to be discussed at the meeting are also inappropriate. Please continue on a blank sheet if necessary).</p> <p>If you are unhappy with the decision you may appeal against it. Details of the appeal procedure are set out below.</p> <p>Name: Date:</p>

THE APPEAL PROCESS

To the Employee:

If your line manager turns down your request for flexible working, you have the right to appeal against the decision. If you wish to appeal, you must write to your Director of Operations, setting out the grounds for your appeal, within 14 days after receiving written notice of the decision.

To the Manager:

If you reject your employee’s request for flexible working, you must arrange a meeting with your employee to discuss the appeal within 14 days after receiving the appeal letter. This is detailed in Section 5 of the guidance.

After the meeting has been held, you must write to your employee within 14 days to notify him/her of the outcome of the appeal.

NOW RETURN THIS FORM TO THE EMPLOYEE

FLEXIBLE WORKING APPEAL - FORM FW4

Note to the employee:

If your application has been refused, you may appeal against your line manager’s decision. You can use this form to make your appeal. You should set out the grounds on which you are appealing, and do so within 14 days of receiving written notice that your application for flexible working has been turned down.

Note to Line Managers:

This is a formal appeal made under the legal right to apply for flexible working. You have 14 days following your receipt of this form in which to arrange a meeting with your employee to discuss their appeal.

Use Form FW5 Flexible Working Appeal Reply Form when responding to this appeal.

Dear:

I wish to appeal against your decision to refuse my application for flexible working. I am appealing on the following grounds:

(Please continue on a blank sheet if necessary)

Name: Date:

NOW RETURN THIS FORM TO YOUR LINE MANAGER

FLEXIBLE WORKING APPEAL REPLY FORM - FORM FW5

Note to the employee

This form provides notification to your employer that you wish to withdraw your application to work flexibly. Once you have withdrawn your application, you will not be able to make another application until 12 months from the date your original application was made.

Dear:

I wish to withdraw my application to work flexibly which I submitted to you on (date).
I understand that I will not be able to make another application until 12 months after the above date.

Name: Date:

NOW RETURN THIS FORM TO YOUR LINE MANAGER

Note to the Line Manager:

Once your employee has completed this form and returned it to you, the application is considered as withdrawn and you are not required to give it any further consideration.

You should complete the slip below and return it to your employee to confirm receipt of the withdrawal notice.

✂ -----

Cut this slip off and return it to your employee in order to confirm your receipt of their withdrawal notice

Employer's Confirmation of Withdrawal (to be completed and returned to employee)

Dear:

I confirm that I have received notice that you wish to withdraw your application for flexible working which you submitted to me on (date).

Under the right to apply, you will not be eligible to submit another application until twelve months after the above date.

Name: Date:

NOW RETURN THIS FORM TO THE EMPLOYEE

RNFA EMPLOYEE EXPENSE CLAIM FORM

Registered Charity Number : 1164897

Please return this form to: Financial Administrator, RNFA, Burnaby Road, Portsmouth, Hants, PO1 2HB

Date Expense Incurred	Details of Expense e.g. train fare, parking, hotel, etc ¹	Amount Claimed
Name (please print) Approved for payment by RNFA (please print) CEO for Employee Claims Chairman for CEO Claims	Signature Approval Signature	Date Date

Guidance Notes

¹Note that all claims should be supported by receipts, vouchers, etc. Reimbursement, for which receipts are not issued, e.g. parking meters, will be at the appropriate Fund's discretion. Those wishing to claim for mileage should keep proper records showing journey details, including mileage and purpose.

RNFA EMPLOYEE EXPENSE CLAIM FORM

Registered Charity Number : 1164897

Travel

When travelling on fund business trustees may claim for standard class public transport, and should use cheap day returns, Off Peak Travel, Apex or other cost saving schemes wherever possible. Full Fares at Peak Rates may be claimed to arrive in time for planned meetings. Where this is not possible, or where it would add considerably to the time taken to make the journey, trustees may use their own transport or taxis and costs will be reimbursed as follows:

Use of own car: 45p per mile for the first 10,000 miles in any one tax year, 25p per mile for each additional mile over 10,000 miles.

- Use of own motorcycle: 24p per mile
- Use of own bicycle: 20p per mile
- Use of taxi: at cost including tip

Meals and Overnight Accommodation

Trustees should use their discretion when claiming for hotels, meals, etc. Please note that trustees may claim the following allowances, which are set at a level intended to cover the additional cost of having to eat or stay away from home or the usual place of work, not the total cost.

The maximum allowance that trustees can normally claim for meals, including non-alcoholic drinks, VAT and service is as follows:

- Breakfast: £4.00 (can be claimed by those having to leave home before 6.30am to travel to a work destination other than their normal place of work).
- Lunch: £6.00 (can be claimed by those away from their normal place of work between 12.00 and 14.00 wholly on fund business)
- Dinner: £15.00 (can be claimed by those away from their normal place of work until after 20.00 hours, or overnight, on fund business)
- Reimbursement may include a reasonable cost of alcoholic drinks taken with evening meals.

The maximum amount that can normally be claimed for overnight accommodation is £80, including VAT and service, though cheaper rates are encouraged wherever possible

APPENDIX G

SAFEGUARDING CODE OF CONDUCT VOLUNTEERS

Introduction

The FA takes its role as a provider of football for under 18s very seriously. Their well-being is paramount in all decisions taken by us. All children and young people we come into contact with have the same protection regardless of age, disability, gender, racial heritage, religious belief, sexual orientation or identity.

We act in accordance with legislation, statutory guidance and The FA's Policy and Procedures and any associated guidance and we work collaboratively with The FA in relation to concerns about the safeguarding of children or young people.

Who this Code of Conduct applies to

This Code of Conduct applies to all volunteers, as all of us have a key role in safeguarding.

Volunteer Obligations

It is our expectation that all our volunteers will at all times act in the best interests of children and young people under the age of 18 and in accordance with The FA's Safeguarding Children Policy and Procedures. The welfare of children and young people must always be paramount. This includes an expectation that volunteers will:

- Act in the best interest of children and young people and be guided by the principle that the welfare of the child or young person is paramount in all decisions and actions taken;
- Undertake any safeguarding education or training as requested by us;
- Read and comply with The FA's Safeguarding Policy and our safeguarding procedures;
- Obtain and maintain an FA in date DBS check (less than three years since the date of issue) if working in regulated activity;
- Act in an appropriate way at all times when in contact with children and young people, whether face to face, via social media, phone or other electronic communications;
- Recognise the importance of confidentiality when working with children, young people, their families and their data;
- Promptly report any concerns about safeguarding or the protection of children or young people in football to our Designated Safeguarding Officer or the Senior Safeguarding Lead or other nominated person or persons in their joint absence;
- Be familiar with and use the whistleblowing policy if you suspect or believe that we have not properly addressed any safeguarding concerns;
- Accept that, by taking this role, The FA may deem you to be in a relationship of trust with under 18 participants that you are in contact with through your role. You should be aware of and understand the responsibility that this entails, by undertaking the relevant safeguarding education, as we deem appropriate;
- Act with integrity at all times; and
- Seek advice from the Designated Safeguarding Officer or the Senior Safeguarding Lead if you are unsure about any of the above or if you are unsure how to act in any given situation.

Further information and support

Our Staff Handbook;

The FA's Best Practice guides;

The FA's Policy and Procedures.

Alternatively, if you have any queries or concerns regarding the Code of Conduct or safeguarding generally, please speak to our Designated Safeguarding Officer or the Senior Safeguarding Lead in the first instance.

Please sign and return a duplicate copy of this Code of Conduct to acknowledge you have read and understand the Code of Conduct and you agree to comply with it. You should then keep the other copy safe for your records.

I have read, understood and agree to comply with this Safeguarding Code of Conduct – Volunteers.

Signed

Name

Date

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APPENDIX H

SAFEGUARDING CODE OF CONDUCT STAFF

Introduction

The FA takes its role as a provider of football for under 18s very seriously. Their wellbeing is paramount in all decisions taken by us. All children and young people we come into contact with have the same protection regardless of age, disability, gender, racial heritage, religious belief, sexual orientation or identity.

We act in accordance with legislation, statutory guidance and The FA's Policy and Procedures and any associated guidance including the achievement and retention of the Safeguarding Operating Standard.

Who this Code of Conduct applies to

This Code of Conduct applies to all staff, as all of us have a key role in safeguarding. It therefore applies to officers, managers, employees, consultants, contractors, casual and agency staff (collectively referred to as **staff** in this Code of Conduct). It does not apply to volunteers, as there is a separate volunteer Code of Conduct.

Staff Obligations

It is our expectation that all our staff will at all times act in the best interests of children and young people under the age of 18 and in accordance with The FA's Safeguarding Children Policy. The welfare of children and young people must always be paramount. This includes an expectation that staff will:

Act in the best interest of children and young people and be guided by the principle that the welfare of the child or young person is paramount in all decisions and actions taken;

Undertake any safeguarding education or training as requested by us;

Read and comply with The FA's Safeguarding Children Policy and our safeguarding procedures;

Obtain and maintain an FA in date DBS check (less than three years since the date of issue) if working in regulated activity;

- Act in an appropriate way at all times when in contact with children and young people, whether face to face, via social media, phone or other electronic communications;
- Recognise the importance of confidentiality when working with children, young people, their families and their data;
- Promptly report any concerns about safeguarding or the protection of children or young people in football to our Designated Safeguarding Officer or the Senior Safeguarding Lead or other nominated person or persons in their joint absence;
- Be familiar with and use the whistleblowing policy if you suspect or believe that we have not properly addressed any safeguarding concerns;
- Accept that, by taking this role, The FA may deem you to be in a relationship of trust with under 18 participants that you are in contact with through your role. You should be aware of and understand the responsibility that this entails, by undertaking the relevant safeguarding education, as we deem appropriate;
- Act with integrity at all times; and
- Seek advice from the Designated Safeguarding Officer or the Senior Safeguarding Lead if you are unsure about any of the above or if you are unsure how to act in any given situation.

Further information and support

Our Staff Handbook;

The FA's Best Practice guides;

The FA's Policy and Procedures.

Alternatively, if you have any queries or concerns regarding the Code of Conduct or safeguarding generally, please speak to our Designated Safeguarding Officer or the Senior Safeguarding Lead in the first instance.

Please sign and return a duplicate copy of this Code of Conduct to acknowledge you have read and understand the Code of Conduct and you agree to comply with it. You should then keep the other copy safe for your records.

I have read, understood and agree to comply with this Safeguarding Code of Conduct – Staff.

Signed

Name

Date

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