**Guidance notes for Achieving Sustainability assessment: The Gold Award**

**Introduction**

Achieving Sustainability (AS) standards are designed to be incorporated into your plans for achieving and maintaining Baby Friendly accreditation no matter where you are in the process. They are intended to be an organisational roadmap for how to implement Baby Friendly care in a way that is both effective in the short term and sustainable over time. Whilst we anticipate that many services will have put some or all of the ‘AS’ standards into place at varying times in their accreditation pathway, the formal assessment of these, leading to the Gold Award, occurs following a successful re-assessment.

**All documents referred to below are available at** [**unicef.uk/sustainability**](https://www.unicef.org.uk/babyfriendly/accreditation/achieving-sustainability/?utm_source=shorturl&utm_medium=shorturl&utm_campaign=bf_shorturl)**.**

This document is intended to provide guidance for those services who are ready or believe they may be ready to apply for an Achieving Sustainability assessment and should be read in conjunction with the Achieving Sustainability application form as well as the Standards and Guidance document. It is intended to help you to complete the form and collate the additional evidence required. Information about the timetable for integrating the Achieving Sustainability assessment into the current re-assessment schedule can be found in the “Should we go for the Gold Award?” [infosheet](https://www.unicef.org.uk/babyfriendly/accreditation/achieving-sustainability/should-we-go-for-gold-award/).

Further information about how the standards can be met, including about what successful services have done to achieve the award, will be gathered as we gain experience with assessments and will be published to provide additional guidance.

When you consider that you may be ready for assessment, please contact the UK Committee for UNICEF (UNICEF UK) Baby Friendly Initiative office to arrange a discussion with one of the professional team. They will help you to plan the preparations to be made and to schedule an assessment date. You will be asked to complete the checklist in the “Should we go for the Gold Award?” infosheet so that we can establish that you are ready for the assessment.

**When you are completing the application, it is crucial that you aim to ‘tell the story’ of your Achieving Sustainability progress. The assessor will only be able to read and consider a certain amount of information in the time allowed during the assessment for the review of documents (no more than three hours) so you need to plan carefully what you include, making sure that everything is relevant. If an excessive number of documents are submitted there is a risk that key information will be missed, or the assessor may have to stop reading as they have run out of time. In extreme cases this may mean that the assessment cannot be completed, in which case you would need to resubmit your application for which there would be an additional charge.**

All the necessary evidence including the application form will need to be submitted at least two weeks before the agreed assessment date. Please see the section on sending your form for further guidance.

**THE ACHIEVING SUSTAINABILITY** **STANDARDS** [unicef.uk/sustainability](https://www.unicef.org.uk/babyfriendly/accreditation/achieving-sustainability/?utm_source=shorturl&utm_medium=shorturl&utm_campaign=bf_shorturl)

**THEME 1: LEADERSHIP**

**DEVELOP A LEADERSHIP TEAM THAT PROMOTES THE BABY FRIENDLY STANDARDS**

* There is a named Baby Friendly lead/team with sufficient knowledge, skills and hours to meet their objectives
* There is a mechanism for the Baby Friendly lead/team to remain up to date with their education and skills
* A Baby Friendly Guardian with sufficient seniority and engagement is in post
* The leadership structures support proportionate responsibility and accountability
* All relevant managers are educated to support the maintenance of the standards.

**THEME 2: CULTURE**

**FOSTER AN ORGANISATIONAL CULTURE THAT PROTECTS THE BABY FRIENDLY STANDARDS**

* There is support for ongoing staff learning
* There are mechanisms in place to support a positive culture, such as staff recognition schemes, mechanisms for staff to feedback concerns and systems to enable parents’ and families’ feedback to be heard and acted upon.

**THEME 3: MONITORING**

**CONSTRUCT ROBUST MONITORING PROCESSES TO SUPPORT THE BABY FRIENDLY STANDARDS**

Mechanisms exist to ensure that:

* Baby Friendly audits are carried out regularly according to service needs
* All relevant data is available and is accessed
* Data is analysed effectively and collectively to give an overall picture
* Action plans are developed in response to findings
* Relevant data is routinely reported to the leadership team
* Relevant data is routinely reported to UNICEF UK.

**THEME 4: PROGRESSION**

**CONTINUE TO DEVELOP THE SERVICE IN ORDER TO SUSTAIN THE BABY FRIENDLY STANDARDS**

* The service demonstrates innovation and progress
* There is evidence to demonstrate that outcomes have improved
* The needs of babies, their mothers and families are met through effective integrated working.

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| **Theme 1 - Leadership** |

Evidence to be submitted:

* Job description/s for the Baby Friendly lead/team
* Details of how the leads are kept up to date
* Organogram/description of the leadership structure
* Evidence of how the leadership team works together to maintain the standards
* Profile and statement of the Baby Friendly Guardian
* Curriculum for manager training (if this differs from the standard Baby Friendly package)
* Overview of process to ensure orientation and training of managers.

1.1 There is a named Baby Friendly lead/team

Maintaining the Baby Friendly standards ***requires*** a person/team to take responsibility on a day-to-day basis for planning and implementing change, training and supporting staff, and carrying out monitoring and evaluation. Experience shows that the lead/team needs to have sufficient capability and time to fulfil this role and to be effectively supported by the leadership team as a whole. There is no one model that will work across the wide range of services that we have within the UK, therefore we will be looking for leadership capacity which is likely to be effective within the particular setting. This may be one post, or the tasks may be shared across two or more people as long as there is clarity about the various roles and responsibilities.

Training and experience of the lead/team are also crucial to ongoing success and whilst again, this will vary greatly depending on length of time in post and educational and practice background, we will be looking for an acceptable baseline level of knowledge plus recognition that the postholder/s will need to continue to grow and develop.

We will ask you to describe the role/s including a breakdown of the activities that you are expected to carry out, the support available to assist you, for example admin support or key workers/champions, and the hours available relative to the size and complexity of the service.

We will ask you to describe your experience and qualifications and the arrangements in place to enable you to further develop and to keep updated, for example ability to attend key conferences and relevant courses and also to network, for example via attendance at NIFN meetings etc.

Some consideration should be given to succession planning, particularly if a model with a single project lead is in place.

🗐 **Please submit job descriptions for the Baby Friendly lead/team.**

1.2 The leadership team

We are looking for robust leadership structures which encourage and expect active engagement from key senior staff. We ***require*** evidence that maintenance of the core Baby Friendly standards does not solely rely on the work of the Baby Friendly lead/team, rather that all members of staff are expected to support the implementation of the standards according to their role. For the leadership team, this will mean taking an appropriate level of responsibility for ensuring that care within their area of influence is in line with Baby Friendly standards. This is likely to be via attendance at, and contribution to, relevant groups such as a Baby Friendly steering or strategy group, and/or by taking responsibility for an aspect of implementation or monitoring for example audit of aspects of care for their area.

We will ask you to describe the management structure, either in an organogram or a written description and to tell us about the input of each of the managers. Please describe how the leadership team works together to plan, implement and evaluate Baby Friendly care, to include details of how groups (Strategy/Implementation) function.

🗐 **Please submit relevant information and supporting documents including membership of groups, terms of reference, minutes of meetings etc. We suggest that you submit minutes for the last 12 months of meetings (or up to 4 sets of minutes per group which contain relevant content).**

1.3 The Baby Friendly Guardian

The Baby Friendly Initiative ***requires*** that a Baby Friendly Guardian is identified. We expect that this role will be undertaken by a high level member of staff, for example a senior clinician or a board member, who will advocate at a senior level in order to protect, promote and support the standards including full compliance with the International Code of Marketing of Breastmilk Substitutes. For this to be effective, this individual needs to have an understanding of breastfeeding and the many cultural, political and commercial influences which have the potential to undermine success. Ideally this person has an interest in babies, mothers and their families and what is likely to help result in the best outcomes for them.

Where two services within the same Trust are working to embed the standards and towards the Gold Award for example Maternity and Neonatal services, consideration should be given to whether one Guardian could represent both services, or whether it would be more suitable to select two individuals. This will depend largely on the size and complexity of the services and we would encourage you to decide as a leadership team which model would suit best and which is likely to be most helpful.

We will ask you to provide information about the reasons for the choice of Guardian, to include a profile which identifies why they would be suitable for the role together with a brief statement from the Guardian to support their position.

🗐 **Please submit the statement and profile of the Baby Friendly Guardian.**

1.4 Education for managers

We ***require*** that an education programme for managers is provided. This should be proportionate and relevant to their needs and we anticipate that this may be provided either face-to-face in a group or one-to-one situation. E-learning may also be considered. Topics to be covered include: the Baby Friendly standards including the Achieving Sustainability standards and the International Code of Marketing of Breastmilk Substitutes and why they are important; how the standards fit into a holistic model of care and the importance of sensitive communication; health outcomes associated with infant feeding and parent-infant relationships; how exclusive breastfeeding can be protected and breastfeeding in a local and UK context including why it is a contentious issue which requires special attention. In addition, the training needs to consider the role of the managers and how this can support the Baby Friendly lead/team. Details can be found in the Achieving Sustainability Standards and Guidance document and the Curriculum Guidance document available at [unicef.uk/sustainability](https://www.unicef.org.uk/babyfriendly/accreditation/achieving-sustainability/?utm_source=shorturl&utm_medium=shorturl&utm_campaign=bf_shorturl).

The training plan should consider the needs of all of the Leadership team, to include the Baby Friendly Guardian. The Baby Friendly Initiative runs an Achieving Sustainability workshop for Infant Feeding Leads which includes education on delivering manager training and provides teaching materials to use with managers which you can choose to use if you wish. Please indicate on the application form whether you have accessed these materials and how you have used them, or tell us about the training you have provided including appending a copy of the written curriculum.

Please tell us about how you ensure that new managers are orientated and trained and about the reach of the training – to include information about the percentage of managers who have completed it.

🖳 Please refer to the Curriculum Guidance document at [**unicef.uk/sustainability**](https://www.unicef.org.uk/babyfriendly/accreditation/achieving-sustainability/?utm_source=shorturl&utm_medium=shorturl&utm_campaign=bf_shorturl) to ensure that your manager education programme covers all of the necessary topics.

🖳 Please refer to [**unicef.uk/sustainability**](https://www.unicef.org.uk/babyfriendly/accreditation/achieving-sustainability/?utm_source=shorturl&utm_medium=shorturl&utm_campaign=bf_shorturl) for details of the Baby Friendly Initiative’s Achieving Sustainability course, which includes the provision of manager training materials.

🗐 **Please submit a copy of the curriculum/outline of the programme. If you are using the Baby Friendly manager training slides, there is no need to submit these, unless you have made additions/changes.**

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| **Theme 2 - Culture** |

Evidence to be submitted:

* Description of the ongoing staff training programme
* Outlines of the sessions
* Outcomes of the training, including, for example, samples of staff evaluation forms
* Description of processes to support a positive culture
* Description of the processes in place to elicit feedback from mothers, examples of feedback.
* We will also review results of the Staff culture audit – see below for how this will be carried out.

2.1 Ongoing staff training programme

Ongoing training should enable staff to build on the foundation of their previous learning with the aim of enabling staff to move forward and to enhance their practice. Staff should receive updates on an annual basis. The content should take into account both internal influences such as audit and monitoring findings as well as external influences such as emerging evidence and political awareness. We ***require*** evidence that the programme has been considered and developed in response to these and that staff have been enabled to attend.

You are asked to provide details of:

* the rationale for and content of the programme/s
* the amount of training provided
* a summary of the outcomes/evaluations
* the percentage of staff who have attended.

🗐 **Please submit outlines of the ongoing training. You may like to submit a document with examples of staff evaluations.**

2.2 Processes in place to support a positive culture

We believe that services which encourage a culture of kindness and openness between and towards staff result in a workforce which functions more effectively. Where staff are enabled and supported to have the courage to challenge poor practice, this is less likely to persist. And where staff feel that they are cared about, this is reflected in the care received by mothers who in turn, appear to be more likely to report kindness and consideration from staff. We therefore ***require*** that consideration is given to this and processes are put into place to support a positive culture.

We are looking for systems which enable the voice of staff to be heard, for example via anonymous surveys, open surgeries or other fora, suggestion cards etc. We are also looking for ways in which staff who have performed well or who have gone the extra mile are recognised for example through staff awards schemes, individual feedback, sharing of compliment cards etc. Please describe these processes in the application form.

🗐 **Please submit any relevant supporting documentation.**

2.3 Staff culture audit

Details of how to set up the staff culture audit survey monkey will be sent to you with the confirmation of your ‘Gold’ assessment, together with an email explaining the process. In order to encourage as many staff of differing grades as possible to complete the survey we suggest that you ask your Head of Service (HOS) to make the request to staff to validate the importance of the audit and of gaining a high response rate. We will provide a sample email template which you can ask your HOS to use/adapt to meet local needs. The questions we will ask are listed below.

We will set up and administer the survey so all you need to do is send the surveymonkey link to staff – this will be individual to your service and the specific link will be provided for you in the email mentioned above. The staff can complete the questions on a computer, tablet or mobile phone and completion will only take a few minutes. The results will only be accessed by your Baby Friendly assessment team and will be included in your Gold Assessment report. A good response rate will potentially vary from service to service depending on size, however we would ask you to aim for as many responses as possible and broadly at least 40%.

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| Question | Standard |
| 1. How valued is Baby Friendly within your service? | 80% |
| 2. How motivated do you feel to implement the Baby Friendly standards? | 80% |
| 3. Do you feel there is an opportunity for you to raise concerns about how the service provides Baby Friendly care? | 80% |
| 4. If you raised concerns regarding Baby Friendly care, do you think that positive action would be taken? | 80% |
| 5. If you had ideas about how to further improve care for parents and babies, is there a way in which you can voice your ideas? | 80% |
| 6. If you voiced ideas, do you think you would be listened to? | 80% |
| 7. Do you feel that there is a culture of kindness between staff of all grades? | 80% |
| 8. Do you feel that there is a culture of kindness towards women and families? | 80% |
| 9. Optional: Please select your job role (e.g. midwife, neonatal nurse, nursery nurse etc.)  | n/a |

2.4 Culture of kindness

We believe that services which encourage a culture of kindness amongst the staff result in care which mothers and families perceive to be kind and caring. We ***require*** that efforts are made to elicit feedback from mothers related to the care they have received. Feedback can be obtained via review of data which is already available such as the Maternity Survey or similar, by adding specific questions to other current schemes or by use of the Baby Friendly audit tool etc. The service needs to demonstrate that feedback has been listened to and acted upon. Again, this may be via schemes that are already in existence such as ‘You said, we did’ and via specific actions related to the Baby Friendly standards.

Please tell us about the methods that you use to gain feedback and how you have addressed any concerns. It may be that actions taken form part of your submission under Theme 4 – Progression, in which case please submit details as part of that section of your application.

🗐 **Please submit examples of feedback received (suggest up to 5 examples).**

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| **Theme 3 - Monitoring** |

Evidence to be submitted:

* Description of plans for audit of the Baby Friendly standards
* Outstanding Baby Friendly audit findings as required following the recent re-assessment, or a full audit if appropriate (see below)
* Description of outcome data accessed, including any issues with the robustness of the data
* Data, to include breastfeeding and relevant additional data
* Action plan in response to issues with the data/audit results
* Descriptions of reporting mechanisms including sample reports.

Ensuring an effective service relies on an understanding of how well the service is functioning. Therefore we ***require*** that the monitoring of standards remains an ongoing process in order that timely and appropriate action is taken when issues are identified and also to help maintain appropriate care when this is found to be functioning well.

We are looking for a range of data to be collected at suitable intervals, to include:

* Baby Friendly audits planned and carried out to meet local need
* Breastfeeding data collected at a minimum of two time points
* Other relevant data, for example readmissions (see Standards and Guidance document)
* Qualitative feedback from parents, for example evaluations of specific services or more generally via broader surveys.

**🗐 Please submit relevant data with the application.**

Submission of Baby Friendly audit of care results may be ***required*** at this time. This may include audit results requested following the recent re-assessment – please refer to your assessment report and letter from the Designation Committee. If it is *six months or more* since the re-assessment, please submit the latest audit results as an attachment with the application (annual audit forms available from [**unicef.uk/sustainability**](https://www.unicef.org.uk/babyfriendly/accreditation/achieving-sustainability/?utm_source=shorturl&utm_medium=shorturl&utm_campaign=bf_shorturl)).

Action plans to address weaknesses in service provision will be ***required*** and these should be submitted as part of the application. For remedial actions, these should be submitted as part of Theme 3 – Monitoring. These may be, for example, actions taken when an increase in supplementation on the postnatal ward or a reduction in mothers who recall receiving information from their health visitors about when it is appropriate to introduce solid foods is noted. Alternatively, it may be that new initiatives are developed as a result of the findings of the monitoring process and these can be submitted as part of your evidence for Theme 4 – Progression. As an example, it may be that analysis of breastfeeding data by postcode has shown distinct differences between areas and therefore an additional intervention such as a peer supporter led antenatal group in a local children’s centre, within the area of lower breastfeeding rates, has been set up as a pilot project. This would be suitable to include in the Progression section of the submission.

Action plans should include the following information:

* Challenge/weakness identified
* Improvements planned and actions to achieve these
* Who will take responsibility
* Timescale
* Resources needed
* Outcome/anticipated outcome.

In order to keep track of challenges and progress we suggest you maintain a Challenges and Actions Log – see example below. The examples given are not suggestions for your own service, but are intended to provide ideas about the sort of challenges you may encounter and possible actions. A blank table is inserted within the AS application form.

This ongoing document can be used to help agree priorities and monitor progress.

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| **Challenge** | **Identified by** | **Action** | **Review date** | **Baby Friendly standards** |
| *Need to further embed responsive feeding and relationship building standards* | *Staff and mother audits* | * *Amended training programme*
* *Provide additional resources, posters, electronic links etc.*
* *Review documentation*
 |  | *Core standards 3,4,5* |
| *Introduction to solid foods not meeting standard* | *Mother audits* | *See attached action plan* |  | *Core standard 3* |
| *Guardian is planning to retire in 2019* | *Personal communication* | * *Meet with Guardian and HOS to discuss suitable alternatives*
* *Provide training for new Guardian*
* *Complete and submit Change of Circumstance form to Baby Friendly*
 |  | *AS Leadership* |
| *Increasing culture of mixed feeding* | *Mother audits, breastfeeding data, feedback from staff* | *See attached action plan*  |  | *AS Progression* |
| *Breastfeeding initiation static* | *Breastfeeding data* | * *Review of antenatal education offer planned*
* *To be revisited at quarterly meetings*
 |  | *Core standard 1**AS Progression* |
| *Breastfeeding continuation rates poor in identified areas* | *6-8 week breastfeeding data* | *Targeted peer support programme commenced 2017. See AS improvement reports template* |  | *AS Progression* |
| *Staff identified lack of belief that actions would be taken if concerns raised re Baby Friendly care* | *Baby Friendly AS Assessment- staff survey* | *See attached action plan* |  | *AS Culture* |

Data and action plans should be reported on an agreed basis to the leadership team and board. We ***require*** that this is carried out a minimum of twice each year. Ideally, key data monitoring and reporting should be carried out as part of the service KPIs. Please describe the reporting mechanisms and include sample reports.

🗐 **Breastfeeding data will have been included in the background information form.**

🗐 **Please attach any additional data collected, for example readmission rates.**

🗐 **Please attach Baby Friendly audit results if appropriate.**

🗐 **Please attach an up to date action plan.**

🗐 **Please attach sample reports to the leadership team and Board – the latest annual report/s.**

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| **Theme 4 - Progression** |

Evidence to be submitted:

* List of improvements made/innovations
* A brief report for each
* A description of how the service collaborates with other local services to improve care:
	+ considering the mothers’ journey
	+ at strategic level
	1. Service developments

We are looking for evidence that services continue to improve and develop even after they have achieved the initial accreditation and the Gold Award. Maintaining momentum and keeping staff engaged can be challenging without progress to celebrate. We ***require*** evidence to demonstrate that the service is responsive to change and that outcomes have improved. We suggest that you use the Baby Friendly Progression Model in the Achieving Sustainability Standards and Guidance document to help guide your approach to identifying challenges and how to make the changes needed.

Please provide examples of improvements that have positively impacted, *or have the potential* to impact, on outcomes for babies, their mothers and families. Projects may be at various stages of implementation; we do not necessarily require you to have completed and mainstreamed a project in order for it to be included in the submission. An Improvements report template is provided to guide you as to the information we need. You may use the template or provide your own brief reports provided they cover the same information. We will use these examples to confirm that the leadership, culture and monitoring standards are working in practice. This is your opportunity to showcase your successful ideas and innovations, as well as what you have learnt from the process.

🗐 **Please attach a brief report of each improvement using the Improvements report template available from** [**unicef.uk/sustainability**](https://www.unicef.org.uk/babyfriendly/accreditation/achieving-sustainability/?utm_source=shorturl&utm_medium=shorturl&utm_campaign=bf_shorturl)**.**

* 1. Integrated working

We ***require*** evidence that the approach taken to service provision considers the babies/mothers/families’ whole experience. Therefore it will be necessary to work with other local services to ensure that the journey through the services is seamless and that all aspects of care are covered, irrespective of which organisation is providing the care and also to avoid unnecessary duplication of services. Please tell us about a typical mother’s journey and how each of the services works together to ensure that her needs are met.

Please tell us about how your service collaborates with other local services at strategy level. We ***require*** evidence that the various services work together to consider, plan and implement service provision which will result in a seamless service for babies, mothers and families. This will include information about the other disciplines and services that you collaborate with, including how this is formalised where appropriate and the outcomes that are monitored. For example, details of a local strategy group which includes representation from all local services should be included. You may submit documentation such as terms of reference, agendas and minutes of meetings (one year period) as evidence of effective collaborative working.

Other examples may relate to practice based initiatives, for example if parent education is provided jointly by maternity, health visiting and children’s centre services, please describe how this works. Please attach relevant supporting evidence such as joint guidelines etc.

🗐 **Please attach relevant supporting documentation.**

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| **Additional information** |

Other factors may contribute to your application and we would like to hear about any additional work that you feel strengthens your case for receiving the Gold Award. Please use the final section of the application form to describe this. We would also like to hear about any other assessments by external bodies that have been carried out recently – please give us a broad overview of the assessment and outcome.

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| **Declarations** |

It is crucial that this application has the backing and agreement of all of the Leadership Team and therefore we suggest that at all stages of the process to implement any changes needed and gather the relevant information the team is fully involved and informed. We ***require*** that the application form is signed by the Baby Friendly lead, Head of Service and Guardian as a statement of intent by the service.

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| **The Gold assessment process** |

**The structure of the assessment**

The assessment is carried out remotely by a lead Baby Friendly assessor. The assessor will spend the morning reviewing the application form and associated documents. If any clarification of any aspects of the application is required, the assessor will contact the Baby Friendly lead by email or phone. In the afternoon, the Baby Friendly lead, HOS and Guardian will have an individual interview about the application. Feedback to the Leadership Team will be provided late afternoon – see timetable at [unicef.uk/sustainability](https://www.unicef.org.uk/babyfriendly/accreditation/achieving-sustainability/?utm_source=shorturl&utm_medium=shorturl&utm_campaign=bf_shorturl)

If the managers training had not been completed at the time of the re-assessment and we therefore need to interview a selection of managers, this will be arranged with you in advance of the Gold assessment day. Information related to this training will be included as part of the interviews of the HOS and Guardian on the day of the Gold assessment where this is needed.

Confidentiality

Before uploading/sending us your evidence, it is important to consider if there is any confidential information (e.g. dates of birth, names etc.) that needs to be removed prior to submission. Documents which have information which does not pertain to Baby Friendly, for example minutes of meetings which have agenda items about other aspects of the service, can be amended so that only the relevant sections are submitted.

**Sending your application**

Please complete the application form as requested, including the **Table of supporting documents** section.

Please aim to tell us the story of your journey and make sure that each attached document is relevant.

**Your application should then be sent securely using the instructions below. If you cannot access the Box uploader page, please contact the Baby Friendly office to discuss alternative arrangements for sending the files, either by another secure transfer method or by email.**

You can either upload the application and documents as separate files, or you may like to embed each document into the application form. For instructions about how to do this, open the example document below. Please note when you embed a large number of files, the file size of your application will increase. You should also ensure that the embedded documents can be accessed by external users.



**Uploading via Box**

To send us these files directly, please visit this uploading page on our website

[**unicef.org.uk/BabyFriendly/Health-Professionals/going-baby-friendly/Health-professionals-contact-us/**](http://www.unicef.org.uk/BabyFriendly/Health-Professionals/going-baby-friendly/Health-professionals-contact-us/)

or use this direct link to the [upload page to Box](https://unicefuk.app.box.com/f/c33be9de92ec4ae8b88910d3962ee4d0)

Select ‘choose file’ and select the file you’d like to send from your computer.

Add details in the description box to include your organisation name and dates of assessment.

Add your email address, so we know who has sent the file and who to contact with any queries. You can send additional files by returning to the link again.

If you have password protected the file, please call or email the Baby Friendly office to give the password for the files you’ve sent.

**Preparations in advance of the assessment**

Certain preparations need to be made in advance of the assessment to help the process to run smoothly on the day. Once the dates of the assessment have been agreed, please:

* Inform all staff who may be involved that the assessment will be taking place, giving them as much information as possible on how the assessment will be run and what to expect
* Arrange for the necessary managers to be available by phone – tell us about their contact details on the timetable
* Arrange a feedback meeting at the end, this will be a video meeting so you should consider whether you want to book a room so that staff can be together, or whether they will be accessing remotely. Invite key members of the Leadership team to the meeting
* Arrange for one key member of staff to be available at all times during the assessment to assist the assessors as necessary.

🗐 Then, at least two weeks before the assessment, please send the timetable and assessment documents.

**What happens after the assessment**

**Feedback of findings**

Where possible, you will be informed of the results of the assessment at the feedback meeting towards the end of the assessment. It may be that the findings need to be discussed with others within the Baby Friendly team or with the Designation Committee at the next meeting (held bi-monthly). The results will be written up in a detailed report which needs to be approved by the Designation Committee.

If the assessment is deemed passed, you will be accredited as a Gold Service. Subsequent re-assessments will be replaced with an annual revalidation process and you will pay an annual licence fee, commencing 12 months later. Details will be sent to you after a successful assessment.

🖳 Visit [**unicef.uk/sustainability**](https://www.unicef.org.uk/babyfriendly/accreditation/achieving-sustainability/?utm_source=shorturl&utm_medium=shorturl&utm_campaign=bf_shorturl) for more information on:

* the Achieving Sustainability standards – Standards and Guidance document
* the timetable for implementing the Achieving Sustainability standards – “Should we go for the Gold Award?” infosheet
* the evidence and rationale for the standards.

🗁Visit [**unicef.uk/sustainability**](https://www.unicef.org.uk/babyfriendly/accreditation/achieving-sustainability/?utm_source=shorturl&utm_medium=shorturl&utm_campaign=bf_shorturl) to download

* Achieving Sustainability application form
* Improvements report template.