



Believe in **me**

**Incredible
things
happen
when you
believe in
children**

The Employee
Handbook

Believe in
children
 Barnardo's

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Section one **Introductory** **Information**

Introduction

Welcome from the Chair of the Board of Trustees

On behalf of the Board of Trustees and the Corporate Leadership Team, I would like to welcome you to Barnardo's and hope that you will be happy working with us.

Since it was founded 150 years ago in 1866 by Thomas Barnardo, the Charity has been at the forefront in caring for and assisting children, young people and their families who are experiencing disadvantage, disability, isolation, abuse or discrimination.

Much has changed since our Founder's time, but our clarity of vision and purpose remains undiminished.

Following the introduction from the People and Culture Directorate, you will find a statement of our Basis and Values. These are the key statements that will guide us as we apply our experience and resources to meet the needs of a changing society.

I am glad to welcome you as you join us in that task.

Welcome from the People and Culture Directorate

Welcome to Barnardo's. We hope that you find this handbook helpful; we have designed it so it complements your induction programme. Whilst your induction will guide you through some of the same information, but in more depth, this handbook will be a key reference source for your everyday working throughout your career with Barnardo's.

This handbook has been divided into the following sections:

- Introductory Information
- Contractual Terms, which form part of your contract of employment
- Discretionary benefits; and
- Policies, procedures and information

The handbook is usually reviewed every six months (ordinarily in April and October).

You should also familiarise yourself with Barnardo's intranet, [Inside Barnardo's](#). It is your one-stop-shop for all relevant information, including copies of policies, procedures, forms and guidelines referred to throughout this handbook. You will also find on [Inside Barnardo's](#) links to resources such as [Workplace](#) which provides useful information from across the Charity, including a people directory, news, events, and organisational updates.

We wish you a happy and fulfilling career helping us in our strategic aim of building stronger families, safer childhoods and positive futures.

Believe in children

At Barnardo's, we believe in children regardless of their circumstances, gender, race, disability or behaviour. We believe in the abused, the vulnerable, the forgotten and the neglected. We will support them, stand up for them and bring out the best in each and every child.

Our basis

We work in a multi-cultural society and are proud of our roots, with values enriched and shared by many people of different faiths and of no religious faith, which provides the basis of our work with children and young people, their families and communities.

We value the contributions of everyone who works or volunteers for Barnardo's – whether directly with children, young people and their families, or in areas such as fundraising, retail, administration and support services.

Our structure

Barnardo's consists of five corporate directorates:

- Strategy & Performance
- Income & Innovation
- Support Services
- Children's Services (Development & Innovation)
- Children's Services (Operations)

Our values

Respecting the unique worth of every person. We believe that every person is different but equal, and that everyone's unique talent should be recognised and encouraged.

Encouraging people to fulfil their potential. We all need encouragement at some time in life. Barnardo's aims to create opportunities for people to make the most of their abilities.

Working with hope. Our hope for a better future for all children is the source of much of our inspiration.

Exercising responsible stewardship. The commitment of our staff and volunteers to making the best use of all our resources enables us to help children, young people and their families across the UK.

Together, our Basis and Values help us to give every child the chance to fulfil their potential.

Our strategy

We believe in children – no matter their circumstances, gender, race, disability or behaviour. And we support some of the most vulnerable children in the UK with our essential services, campaigns and research.

By 2025, we want to be supporting 300,000 children and their families – 25% more than in 2015.

To achieve better outcomes for more children, we are concentrating on three strategic aims:

- Stronger families
- Safer childhoods
- Positive futures (for young people)

You can find out more about our strategy on the Corporate section of [Inside Barnardo's](#).



Communities – our brand

“Brand is the space you occupy in someone else’s mind.”

Dame Anita Roddick. Founder of The Body Shop.

The brand space we occupy is driven by a number of factors – the way we want to be perceived (logo, imagery, tone of voice, messaging/communications) and the way we are actually perceived (reputation, emotion, belief, experience).

Our brand is key in attracting supporters and donations, securing partnerships in both public and private sectors, in having a voice to campaign and influence and in attracting and motivating talented staff and volunteers. Beyond this, our brand needs to be one that our children, young people and families feel proud to have supporting them.

As employees and volunteers, we all play a part in shaping how people think and feel about us. Creating a positive impression of our brand in turn helps us transform the lives of the UK’s most vulnerable children.

Our [brand guidelines](#) are for everyone who works for and with Barnardo’s to help bring the brand and what we stand for to life. They also contain important information about our logo, tone of voice and visual identity which need to be used when producing any communications.

If you have any questions about the brand or would like further information, please contact us at brand@barnardos.org.uk.



Navigating around our people systems

As part of our Corporate Strategy of becoming more digitally agile, many of our systems are online. You will familiarise yourself with these as part of your induction and they will be referred to throughout this handbook. They are:

Inside Barnardo's

Our intranet system containing all our policies and procedures as well as useful news, information and conversation.

myPlace

Our online self-service people system is accessible via [Inside Barnardo's](#). You can view and update your personal data, view and book annual leave, complete return to work forms and search the people directory to find a colleague. More functionality will be introduced over time.

iExpenses

Our online expense claim system for submitting and authorising business expense claims, accessible via MyPlace (please refer to Claims for all expenses section on page 41). All members of staff should submit their expense claims via iExpenses to their line manager at regular monthly intervals supported by appropriate receipts. Claims will be reimbursed by payment into the member of staff's bank account.

Online payslips

Monthly payslips are provided in electronic format online and you will be required

to register to access this service via myPlace. On leaving Barnardo's you will only have access to view and/or download online payslips for three months, after which time your account will automatically be closed. Hard copy payslips may be requested via payrollsupport@barnardos.org.uk for anyone that requires this information in an alternative accessible format.

Barnardo's benefits

There is a section on [Inside Barnardo's](#) dedicated to Barnardo's optional benefits – it includes eligibility criteria, details of the different application windows and FAQs. Full details are also available by registering at Barnardos Benefits.* These additional non-contractual benefits are summarised in Section Three of this handbook.

Oracle

Managers and some administrations will also directly input onto and extract people information from our HR database.

*new starters may not be able to register until they have been set up on the payroll system.



Section two **Contractual** **Terms**

Annual leave

For detailed information on annual leave entitlements and annual leave in general, including Barnardo's leave year and statutory holidays, please refer to the full contractual Annual Leave and Bank Holidays Entitlement document on [Inside Barnardo's](#). Please refer to your own written statement of terms and conditions of employment for your individual leave entitlement.

You should record and book all annual leave via myPlace.

Calculation of pro-rata statutory holidays for part-time employees

Barnardo's has two slightly different methods of calculating pro-rata statutory holidays for part-time employees depending on whether you were in post before or after 1st December 2000. Full details of these calculations can be found on [Inside Barnardo's](#).

You should record and book all bank holiday leave on myPlace.

General obligations to Barnardo's

Barnardo's recognises and respects that everyone has the right to conduct their private life. However, you should avoid situations where other interests conflict with your obligations to Barnardo's. Our aim must always be for "the best interests of Barnardo's". The following is therefore intended for your protection and the preservation of Barnardo's integrity and public image.

Personal relationships at work

If you enter into/are involved in an ongoing personal relationship with another employee, as and when worker, volunteer within the workplace, or anyone external but associated with the workplace (e.g. stakeholders/commissioners of services, contractors etc.) where this may present a conflict of interest, you should inform your line manager, or if more appropriate, your grandparent manager.

The manager receiving the information will inform a member of the Corporate Leadership Group (CLG) for their consideration and agreement as to whether the relationship presents a potential conflict of interest and if any steps are required to ensure there is no detrimental effect on the business or others.

For example, where a personal relationship exists between a line manager and a member of staff reporting to them, alternative management supervision may be required; or where a personal relationship with an external but associated individual could call into question the fairness of relevant decisions, they may be removed from any decision-making process.

If, after considering all of the circumstances, it is viewed that the relationship within or associated with the workplace may have a negative impact on staff morale, service users or their families/carers and the public in general, (including public confidence in Barnardo's), the manager will arrange a meeting to discuss it, with a view to reaching a satisfactory agreement. Following discussions the manager may consider it appropriate to

seek to move the workplace of one or both of the parties involved, or restrict work related contact with an external associated person where it may present a conflict of interest.

Where a personal relationship exists you should conduct yourself in an appropriate and professional manner at all times while at work and not allow your relationship to affect your work performance, cause embarrassment to colleagues or compromise your personal/professional integrity or that of the Charity. A breakdown in the relationship should be discussed with your line manager, or grandparent manager if more appropriate.

You should note that a failure to declare a personal relationship may result in disciplinary action being taken.

In accordance with the Safeguarding Code of Conduct, please note that you must not enter into personal relationships with service users and should be alert to such situations developing. The disciplinary procedure will be used where this requirement is breached.

There is additional information on 'personal relationships at work in Retail' on [Retail Hub](#) for employees working in Retail.

Contractor/supplier liaison, gifts and hospitality

General principles

This policy on gifts and hospitality relates not only to suppliers and contractors but also to all external stakeholders that Barnardo's works with, or could potentially work with.

You should avoid accepting gifts and hospitality from stakeholders where this might be open to misinterpretation or when a significant decision regarding that stakeholder is imminent.

If you are unsure whether it is appropriate to accept a gift or hospitality you should always seek advice from your line manager.

Failure to disclose relationships, hospitality and gifts as per relevant paragraphs below will render you liable for disciplinary action, which could result in dismissal.

All gifts and hospitality above the specified limits must be recorded on the Gifts and Hospitality Register form (available to Corporate Leadership Group members only [here](#).)

This register will be reviewed at regular intervals by the Company Secretary and any concerns raised with the Corporate Leadership Team (CLT) and Chief Executive.

Contractor/supplier liaison

The working relationship between members of staff and suppliers, contractors (or any other stakeholder) should remain professional.

If you engage with or supervise contractors who you have previously had, or currently have a relationship in a private or domestic capacity with, you must declare that relationship to your line manager.

If you are using the services of a supplier or contractor personally, or for your partner/family, you must declare that to your line manager. Evidence of the value of the works undertaken may be required.

If you are in any doubt about any offer made being misconstrued as a potentially corrupt practice, please speak with your line manager.

Gifts and Hospitality

Barnardo's discourages employees and Trustees from accepting or giving gifts or hospitality (including services). While it is accepted that the occasional modest giving and acceptance of gifts and hospitality may make a legitimate contribution to good business relationships, it is essential that they do not influence, nor be perceived to influence the outcome of transactions or decisions relating to Barnardo's business. It is therefore necessary to consider whether the giving or receiving of the gift or hospitality is appropriate.

The key policy elements are:

- Offer or acceptance by staff or Trustees of gifts valued at more than £25 (including VAT) or hospitality valued at more than £100 must be approved by the relevant line manager and recorded, whether accepted or rejected, in the relevant gifts and hospitality register. This includes gifts by way of gratuities for lectures, broadcast or similar, and awards or prizes. The acceptance of frequent gifts from a single source is discouraged. Trustees should seek advice from the Company Secretary;
- Staff, Trustees and their families should refuse to accept gifts or hospitality which could influence or appear to influence decisions made on behalf of Barnardo's; and
- If there is any doubt about the propriety of accepting a gift or hospitality, staff and Trustees should seek advice from Company Secretary.

Failure to comply with this policy may result in disciplinary action, and could result in staff or Trustees and/or Barnardo's, amongst other things, suffering serious reputational damage or being subject to criminal prosecution under the Bribery Act 2010.

Full details are in the Gifts & Hospitality Policy.



Voluntary roles/paid employment outside of Barnardo's

You are required to give details to your line manager prior to accepting a voluntary role or paid employment outside of Barnardo's. Whilst employed, you must not engage in any other work without the prior agreement of your line manager. For paid employment prior agreement must be obtained, via your line manager, by a member of the Corporate Leadership Group (CLG).

Barnardo's reserves the right to determine whether the voluntary activity or paid employment presents a conflict of interest within the employee's contract of employment.

For paid employment, the details will be considered by a member of the Corporate Leadership Group (CLG), and the matter will be discussed with you. If it is deemed to present a conflict of interest, and you still decide to pursue the paid employment, then this may be dealt with under the disciplinary procedure, which could result in dismissal.

This policy applies where the role is unrelated to Barnardo's. A different policy applies where the role relates to Barnardo's in some way and you may be undertaking this as a result of or as part of your employment, see [Policy on taking roles outside Barnardo's relating to work](#).

Managers requiring further guidance in relation to a member of their team should speak with their Local People Team.

Other activities outside of Barnardo's

Barnardo's is fully committed to ensuring equality of opportunity for its workforce and prides itself on their diversity. We recognise and value the differences and uniqueness of people and therefore understand that our employees will have differing views on issues.

If you have a personal view on a particular issue that differs from Barnardo's position, you must act in accordance with Barnardo's position at all times in your work capacity.

We recognise that you may be involved in legitimate activities expressing and/or promoting your own views and, provided this is in a strictly personal capacity, outside of your working hours, there should be no conflict with your work with Barnardo's.

In circumstances where the nature of your role within the charity may result in reputation management issues for Barnardo's were you to express both Barnardo's and your own personal views, the issues should be discussed first with your manager with the aim of finding an acceptable solution. Normally this would not affect your continuing employment with Barnardo's.

Please note that you are required to ensure that any expression of your personal views at work does not give offence to other staff.

Political impartiality

As a registered charity we are obligated to be politically impartial and are proud to make sure that any involvement we have with political parties is balanced.

You are expected to act impartially in relation to political parties. It is a matter of professional discipline that any personal party political allegiance does not influence our work.

We do not have a ban on individuals being a member of a political party. It is important that staff members and volunteers can take part in democracy if they wish to. We would expect to have a broad range of political allegiances across our staff group, and amongst our supporters.

Use of social media

Used effectively, social media has the ability to engage, inform, entertain and inspire. We can use it to tell people something they don't already know, inspire them and empower them to make a change. We want to make people laugh, cry, think, sign up, donate, volunteer, believe.

As a staff member of Barnardo's, it's important to separate work and personal use of social media, if you want to discuss your support (or otherwise) of political parties or candidates, including those who support or do not support particular policy issues. If you have any concerns or questions about this contact the Campaigns Team.

On the other hand, if you're using your social media accounts to amplify our message and drum up support – great! Just note that it's important to act in much the same way you would in the workplace – i.e. bring your whole personality to the party and demonstrate our values but don't say anything on social media that you wouldn't say to your work colleagues in person.

You can read more about our social media guidelines via the Content Crowd on Workplace

Media liaison

It is important that Barnardo's presents coherent and consistent messages to the media, both press and broadcast.

Any media requests or contacts should be directed to the national Media Team. You must not make any response on behalf of Barnardo's without authorisation by the national media team or a regional Media and Communications Manager (MCM).

If you wish to contribute to the press in a private capacity, Barnardo's name may not be used.

Under no circumstances may you make a press response on a Barnardo's matter by way of explanation, protest or in answer to criticism, without the prior consent of the national Media Team or a regional MCM.

Smoking policy

Barnardo's operates a no smoking policy. It is a condition of your employment that you do not smoke:

- a** in contravention of Barnardo's smoking policy; and
- b** in any circumstances during your working hours in the presence of those including service users, volunteers, customers, visitors, contractors or donors

Smoking may be permitted in specified designated outside areas, the availability of which is dependent on location and health and safety considerations, and at times so designated.

Full details of the corporate smoking policy and Smoking at Barnardo's are available on [Inside Barnardo's](#). The Retail Smoking Policy is available on [Retail Hub](#).

Contravention of the smoking policy is a disciplinary issue.

In addition, it is a criminal offence, with individual workers, managers and the charity all vulnerable to fines if the law is broken. Prosecutions could also be taken under fire safety legislation where smoking breaches the Fire Risk Assessment.



Fitness and capability to work

It is essential that all members of staff are fit and capable to work to ensure the health, safety and welfare of themselves, children and others, in addition to being able to provide a productive service.

You must, therefore, ensure that your fitness and capability to work is not affected by medication (prescribed or otherwise) or other substances such as alcohol etc. (also see 'Alcohol and Drugs/Solvent Misuse at Work' in Section Four). In addition, if fitness and capability is affected by illness, injury or medical condition you must report this to your manager and you must seek medical advice. Line managers should get advice on fitness and capability to work from their People Team.

In addition, OFSTED require Barnardo's to ensure practitioners working in Early Years Foundation Stage (EYFS) are not under the influence of any medication, alcohol or other substances that might affect their ability to work with children.

To comply with this requirement, staff working within an EYFS setting are required to complete and return a health declaration form on commencing

employment, and on future request. Their employment is conditional upon written confirmation that any medication they are taking does not impair their ability to work with children.

Staff in an EYFS setting must therefore inform their line manager immediately if:

- i.** there are any changes to their medication for an existing health condition which has previously been checked by us; and/or
- ii.** there are changes in their health which require them to take new medication, and/or
- iii.** they are under the influence of alcohol or any other substance

Information Technology Code of Practice (including the use of email and internet)

The code of practice applies to all information stored electronically within Barnardo's and to the use of Barnardo's computing resources. It must be followed by all users of Barnardo's IT systems. Read the full code [here](#).



Section three Discretionary Benefits



Discretionary benefits

'Discretionary' benefits are benefits which can be removed or changed by Barnardo's.

Barnardo's Discretionary Occupational Sick Pay Scheme

Subject to length of service and provided reporting conditions set out in the 'Sickness Absence' policy are complied with, if you are absent due to sickness you may be eligible to receive discretionary sickness payments.

Please note that Barnardo's has two levels of discretionary occupational sick pay; one for employees with a continuous start date on or before 31st March 2016 and one for employees with a continuous start date on or after 1st April 2016. Payments in both schemes may include Statutory Sick Pay.

Please see the Sickness Payment Schemes document attached to the Sickness Absence Policy and Procedure page on [Inside Barnardo's](#) for full details, including eligibility criteria. Full details of absence notification requirements are set out in the Sickness Absence Policy and Procedure.

Saving for your retirement

Normal pension age

The normal pension age for Barnardo's Retirement Savings Plan (BRSP) members is 65.

Different conditions apply to members of the Teachers' Superannuation Scheme, or if, as a result of TUPE, staff are members of a local authority scheme or NHS Pension scheme.

Auto-enrolment

Legislation introduced in 2012 requires employers to enrol qualifying workers into an appropriate pension scheme. This is commonly referred to as auto-enrolment. Barnardo's auto-enrolment date was 1st April 2013

The requirement for auto enrolment is on-going and, should you subsequently opt out of BRSP, Barnardo's are obliged to re-enrol you every three years after our initial auto-enrolment date so you can review your initial decision. The next date will therefore be 1st April 2022.

If your membership of a qualifying scheme (BRSP) should cease for a reason other than opting out or ceasing employment, Barnardo's is required to immediately re-enrol you into BRSP or an alternative qualifying scheme.

Barnardo's Retirement Savings Plan (BRSP)

Barnardo's Retirement Savings Plan (BRSP) provider is Aviva. All staff¹ currently not in a pension scheme and any new starters² will be automatically enrolled (see previous section) into the BRSP Group Pension Plan with Aviva. Members have the opportunity of investing their contributions in a variety of funds according to their investment preference. If you do not select a particular fund, the contributions will be invested in a default fund.

You can choose to contribute at the normal default rate of four percent of earnings and the contribution will be matched by Barnardo's. Alternatively, you can request to increase your contribution rate above four percent and Barnardo's will pay an Employer contribution of six percent, which will remain, should you elect to pay at six percent or above.

You can also make additional contributions if you wish, up to £40,000 per annum of your earnings, and receive tax relief on any additional contributions, subject to any restrictions set by HMRC.

At retirement, under current legislation, you will be able to take up to one-quarter of your accumulated fund as a tax-free cash sum with the remainder being converted to a pension through the purchase of an annuity from an insurance company.

There is also a death in service provision at four times salary for those contributing at four percent; and six times salary for those who in May 2013 were contributing six percent, for as long as they continue to contribute six percent. Anyone who commences paying six percent after the 1st June 2013 will only be covered for death in service at four x salary.

You can increase/decrease your rate at any time but the combined contribution cannot exceed a total contribution of £40,000 pa and cannot fall below four percent.

This plan is contracted-in to the State Second Pension which means that staff will be able to earn additional pension to be paid alongside the State Basic Pension at Retirement Age.

For further information about the current BRSP please contact the Pensions helpline on 0208 498 7088 or email phil@barnardos.org.uk

Aviva can be contacted on 0800 145 5744 or email contactus@aviva.com

Independent financial advice is available from IFA promotions on 0800 085 3250.

¹ Excludes staff based who reside outside of the UK as they are not eligible under UK legislation to participate in BRSP

² Qualifying new starters will be automatically enrolled into the BRSP scheme after three months of employment

Salary exchange and pensions

Salary exchange is available as a different way of paying your pension contributions to the pension scheme and involves giving up the equivalent amount of salary as your pension contributions in an agreement that Barnardo's will pay this amount into the scheme on your behalf instead.

This produces National Insurance savings for you so your net pay is higher than it would otherwise have been, assuming other things remain equal. It also produces a National Insurance saving for Barnardo's. The maximum contribution you can make via the Salary Exchange method is 17.5%.

Salary exchange is suitable for all BRSP members who will earn a minimum amount and who are paying National Insurance contributions. Total salary exchange deductions cannot take your hourly rate below the National Living Wage. Further details and information can be obtained from the Pensions Department.

Please also see 'Barnardo's Benefits' in Section Three below for further details of non-contractual benefits that can be salary exchanged.

Pension contributions during sickness absence

Barnardo's Retirement Savings Plan (BRSP) members will pay pro rata pension contributions during any periods of half pay sickness absence and Barnardo's will do the same.

During any periods of zero pay sickness absence, no employee or employer contributions will be made to your pension.

Teachers' pension

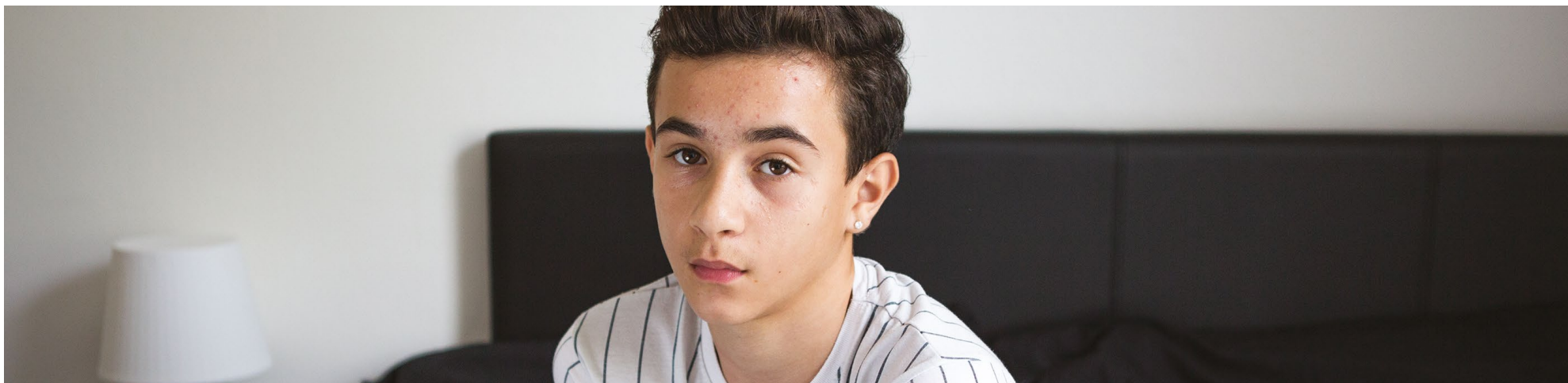
If you are employed by Barnardo's as a teacher, head teacher or deputy head teacher, in a registered establishment, you have the right to remain as a contributing member of the Teachers' Pension Scheme (TPS), or the Scottish Teachers' Superannuation Scheme (STSS) if you are working in Scotland. Please note: you will be placed in the TPS/STSS (as appropriate) following the commencement of your employment with Barnardo's. Should you not wish to participate in TPS/STSS you will need to contact the administrators of the relevant scheme to obtain an opt-out form.

Barnardo's staff that have joined the Teachers' Pension scheme, will have to gather information regarding the scheme directly from Teachers Pension on 08456 066 166 or 01325 745 000 or from [The TPS website](#). For teachers in Scotland you should contact the Scottish Public Pensions Agency (SPPA) via [The SPPA website](#) or 01896 893000.

TUPE and pensions

Where employees transfer to Barnardo's under TUPE we are required to provide a comparable pension up to six percent employer contribution. This will usually be provided via BRSP. Transferring employees who are not pension members will be assessed under the auto enrolment criteria set out above and be auto enrolled regardless of any previous opt outs.

In a limited number of transfers membership of a previous pension scheme is retained. The rules and conditions of that previous scheme will still apply and these schemes will continue to be administered by the previous administrator. If this is applicable to you, you should direct any queries to the previous administrator accordingly.



Where a TUPE employee later transfers onto a Barnardo's contract of employment, our terms and conditions only permit access to Barnardo's own pension arrangement, BRSP. Therefore, the individual will no longer be entitled to remain in any previous pension scheme which was retained under their TUPE arrangement, such as the Local Government Pension Scheme. In these circumstances, when membership of an external pension arrangement comes to an end, the employee will be auto-enrolled into BRSP.

Ill-health retirement pension

If you are unable to continue in your job through illness or disability and no alternative employment is available within Barnardo's, you may be able to access the accumulated funds in your BRSP pension account with Aviva. Aviva have their own process to determine if access is available if aged under 55. Whilst current Legislation would allow anyone over the age of 55 to access the accumulated funds.

If you are a former member of BASS, incapacity pension benefits may be payable in line with the Rules of the scheme if you are no longer able to work due to your condition/disability. In the first instance you should contact the administrators of the Scheme, Hyman Robertson on 0121 212 8188 or e-mail barnardos@hymans.co.uk to request an ill health retirement application pack.

Any normal retirement enquiry for a former BASS member should also be directed to Hyman Robertson.

Life assurance (Death in Service)

Employees who are actively contributing to Barnardo's Retirement Savings Plan (BRSP), Teachers' Superannuation Scheme, Local Government Pension Scheme or NHS Pension Scheme are generally* covered for life assurance (death in service) benefits as described above and in the appropriate pensions booklet.

Detailed information can be obtained from the Pensions Team and an 'Expression of Wish' form can be downloaded from [Inside Barnardo's](#).

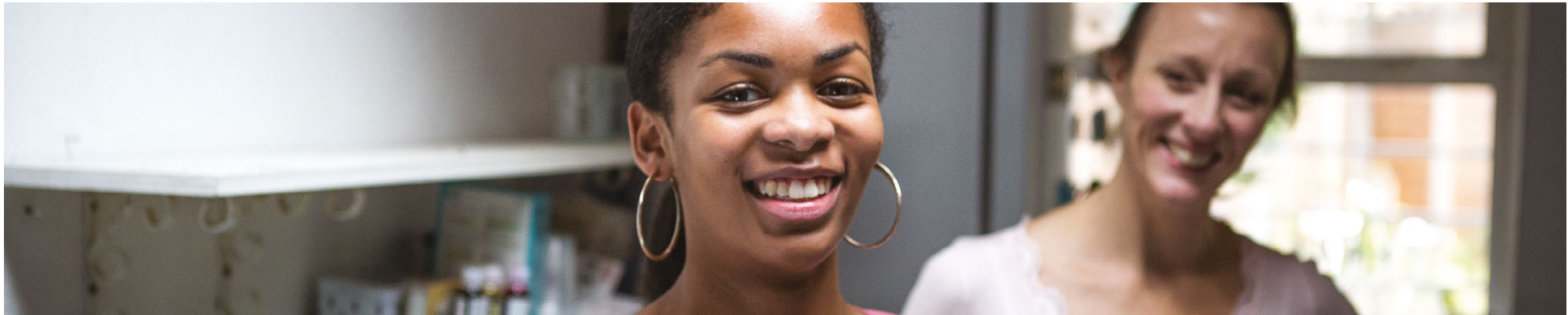
*Exclusions may apply; refer to the appropriate scheme rules for clarification.

Loyalty award upon completion of 25 and 40 years' service

The Trustees of Barnardo's agreed that an award of £450 in gift vouchers will be presented upon the completion of 25 years' continuous Barnardo's service to reward loyalty.

An additional award of £450 in gift vouchers will be presented upon the completion of 40 years' continuous Barnardo's service to reward loyalty. To qualify for this award, the 40th year of service must fall on or after 1st April 2008.

These awards should be financed by the employee's department budget using the department cost code.



Barnardo's benefits

There is a section on [Inside Barnardo's](#) dedicated to Barnardo's optional benefits - it includes eligibility criteria, details of the application windows and FAQs. To take advantage of these benefits please register [here](#). These benefits include:



Family focused

Childcare Vouchers (Childcareplus)

This Salary Sacrifice ('Salary Exchange') scheme allows you to use your own pre-school and out of school provider at a reduced cost. Please note due to recent HMRC changes imposed since October 2018, only those already on the scheme can continue with it



Work life balance

Leave buying scheme

When the application window is open (usually mid-Feb to mid-March), eligible employees are able to apply to purchase up to five days of extra annual leave (pro-rata for part time employees).

Travel season ticket loan

Interest free loans of up to a maximum of the price of the Zone 1-4 annual ticket for London Tube, DLR and Overground (currently £1,960) per annum are available.



Promoting health and wellbeing

Health cash plans

Barnardo's offer two schemes (Birmingham Hospital Saturday Fund (BHSF) and Medicash) so that employees can choose the arrangement that best fits their personal circumstances.

With a health cash plan employees can claim cash towards dental check-ups and treatment, eyesight tests, new glasses, contact lenses and therapy treatments such as physiotherapy and chiroprody.

Employees can also claim cash reimbursements up to an annual limit for routine and emergency healthcare.

Eyesight testing and spectacles – work with Display Screen Equipment (DSE)

DSE (i.e. computers) users are entitled to an eyesight test at regular intervals or if they experience visual problems related to the use of display screens. If spectacles are prescribed for DSE use only, Barnardo's will contribute towards the cost.

Cycle to Work Scheme

Eligible employees can purchase a bike and/or cycling equipment to the value of up to £1,000 on a tax efficient basis for the purpose of travelling to and from work.



Supporting you and helping you grow

Employee Assistance Programme

The employee assistance programme (EAP) scheme is a confidential 24/7 service offering all employees, partners and dependants³ the opportunity to obtain information, help and advice on a wide range of topics including, health and wellbeing, financial and legal issues and personal or work issues.

There are a number of tools that employees can access including:

- Health Assured website – comprehensive online resource
- Online health and wellbeing module to create a health and lifestyle plan
- Telephone legal information
- Telephone health and wellbeing support
- Telephone or face to face counselling

- Telephone, online or face to face Cognitive Behavioural Therapy
- GP call-back and medical information:

Employees and managers can call and get straight through to a UK based, GMC registered doctor for up to a 20 minute consultation. The service is available 24 hours and callers will receive a call back within 2 hours by a fully qualified doctor making this a potentially more useful service than NHS 111.



Discounts and savings

Barnardo's Benefits Discount Portal

Barnardo's offers its employees a discounts portal with a great range of discounts on numerous products and services, including travel bookings, high street vouchers, gift cards, cinema tickets, days out, leisure activities and day to day spending.

³ Defined as living in the same household aged 16-24 and in full time education.



Section four **Policies,** **Procedures** **and** **Information**



Policies, procedures and information

Some parts of the charity have their own local policy and procedures, such as Children's Services and Retail; employees will be directed to these through their individual induction programme. It is your responsibility to ensure that you understand and comply with all the policies that apply to your employment with Barnardo's as these will underpin the way in which you perform your duties. If you have any questions about these you should raise these with your line manager in the first instance.

This section of the handbook summarises some key information, and a few of the policies and procedures that apply to everyone. They do not form part of your contract of employment.

Full copies of all the policies and procedures referred to are available on [Inside Barnardo's](#) (unless stated otherwise) – please contact your line manager or Local People Team if you are unable to locate them.

Working at Barnardo's

Promoting equality/valuing diversity

Barnardo's is committed to providing equality of opportunity for the children, young people, families and carers with whom we work. We value and respect their diversity.

Barnardo's welcomes difference in its staff and volunteers. In accordance with its Basis and Values, Barnardo's is working to create equal access to opportunities for paid employment and voluntary involvement while continuing to base selection and promotion solely on ability to meet the requirements of the post. This is irrespective of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion and belief, sex, sexual orientation, irrelevant offending background, responsibility for dependents, economic status or political values.

Barnardo's is committed to taking active steps to identify, address and eliminate unfair or unlawful discrimination or prejudice where these are identified in the Charity's procedures or practices.

A full copy of the policy is available on [Inside Barnardo's](#). The policy (along with others) demonstrates Barnardo's compliance with the Equality Act 2010 (and equivalent legislation in Northern Ireland).

Equality & Diversity Code of Conduct (for members of staff & volunteers)

This code sets out the equality and diversity expectations of employees, volunteers and managers and the implications of non-compliance. The 'Equality & Diversity Code of Conduct for Employees and Volunteers' can be found on [Inside Barnardo's](#).

Staff support networks

We have four open Equality, Diversity and Inclusion (EDI) Staff Networks and these include the Race Equality Network, Disability Network, LGBT+ Network and the Women's Network. Each Network has a Corporate Leadership Team (CLT) Champion and are in Regions and Celtic Nations. The Networks are open to all staff and volunteers. You do not need to identify with the protected characteristic to engage with the Networks as you can also choose to be involved with all of the Networks. By becoming a member of the Networks you have an opportunity to contribute to improving equality, diversity and inclusion at Barnardo's and to positively impact on the lives of children and young people across all of the communities we serve. You can become a member of the EDI Staff Networks through the Workplace online forum. Each Network has the provision to have a "safe space" which is a closed group on Workplace. Workplace provides the opportunity to share your insights and engage

with colleagues much more widely in an open or closed online forum. You can also liaise with the Regional and National Network Chairs by phone and email and of course you can attend the face to face meetings of the Networks in your Region or Celtic Nation.

Trade unions

Barnardo's formally recognises UNISON for collective bargaining purposes. As a consequence, Barnardo's communicates, consults and negotiates with UNISON on a full range of issues. The details are set out in the Recognition Agreement between Barnardo's and UNISON, available on [Inside Barnardo's](#) or via your line manager or People section.

Staff wishing to join UNISON, or find out more about membership, should contact the UNISON Branch Secretary on 0870 609 3342, or by email to unison@barnardos.org.uk

Although trade union membership is not a condition of employment, Barnardo's will be supportive of UNISON promoting the benefits of membership and encouraging eligible staff to belong to the union.

Barnardo's recognises an employee's right to join any union of their choice, or no union.

Any member of staff may have subscriptions to professional associations and/or trade union deducted from their salary on written request to the Payroll Manager.

Safeguarding and protecting children, young people and adults at risk

At Barnardo's, we believe in children and that means we all have a fundamental responsibility to ensure that in every aspect of our work, children, young people and adults at risk are protected and kept safe from harm. It doesn't matter where in the charity you work, be it Support Services, Strategy & Performance, Income & Innovation or Children's Services. Everyone who works for Barnardo's is expected to be familiar with and committed to our Safeguarding Policies and be clear about what their individual role and responsibility is in keeping children, young people and adults at risk safe. You will find Barnardo's [Safeguarding policies and procedures](#) on Inside.Barnardos.

Barnardo's expects all staff/volunteers to be able to:

- Define what is meant by safeguarding
- Understand their roles and responsibilities for safeguarding children, young people and adults at risk and know what to do if they suspect that a child, young person or adult may be at risk from harm
- Know where to go for support
- Be clear about professional boundaries and safe working practices

The safeguarding and protecting children Safeguarding Induction Leaflets and e-learning should help you understand the vital part you play in the safeguarding and protection of children and young people.

Reporting of a mandatory statutory requirement e.g. Female Genital Mutilation

The Government has introduced a mandatory requirement to report visually confirmed or verbally disclosed cases of Female Genital Mutilation (FGM) in girls under 18 to the police. The requirement applies to the following Barnardo's staff:

- **Health and social care professionals.** Registered with any of the regulatory bodies within the remit of the Professional Standards Authority for Health and Social Care, with the exception of the Pharmaceutical Society of Northern Ireland;
- **Teachers in England and Wales.** This includes qualified teachers or persons who are employed or engaged to carry out teaching work in schools and other institutions, and, in Wales, education practitioners regulated by the Education Workforce Council; and
- **Social care workers in Wales** (i.e. those registered with the Care Council for Wales)

The Home Office has produced [guidance](#) on how to recognise FGM, which includes timescales for reporting, making a report, interaction with local Safeguarding requirements and implications for not reporting. A detailed Q and A within the procedural guidance is also available, and links on how to recognise FGM, including e-learning.

Members of staff to whom this legal requirement applies are required to read and understand this guidance and comply with the duty to report. Any queries should be raised with their line manager. A failure to report will be considered a serious disciplinary matter and addressed through Barnardo's Disciplinary Procedure.

In addition, to comply with the duty, members of staff should continue to have regard to their wider safeguarding responsibilities, which require consideration and action to be taken whenever there is any identified or known risk to a child, whether in relation to FGM or another matter. A flow chart which shows where the duty fits within existing child safeguarding responsibilities is available within the guidance.

Whistleblowing

Whistleblowing is the reporting of a concern that something is happening within Barnardo's that should not be, or not happening that should be, which may include wrongdoing, or relate to the way in which the charity is run. A concern about your own employment is usually dealt with under the grievance procedure.

Barnardo's [Whistleblowing policy](#) includes examples of wrongdoing and a procedure for raising concerns.

Workplace giving

Employees in thousands of factories, offices and government organisations currently support Barnardo's through their pay.

There are two ways in which Barnardo's staff are invited to help:

1. Tax-free payroll giving. Payroll giving is a HMRC scheme that enables employees to support Barnardo's or other charities through their pre-tax pay. Donations are taken before tax is calculated so the true cost of your donation, dependent on your tax rate, is lower as the charity also receives the part of that donation that would have been the tax payment. So, if you are a basic rate taxpayer and give £5 each payday from your pre-tax pay, then the net cost to you will be just £4.

2. Winners Club. Our workplace lottery, currently supported by over 150 companies, offers employees the chance to take part in a lottery where all entrants and winners come from within their own organisation. Payment for entries is taken from individual's post-tax pay with every £1 deducted allowing 1 entry into the next draw. Draws take place quarterly with the total proceeds split 80:20: 20% goes towards the prize fund and the remaining 80% goes straight to Barnardo's work.

Barnardo's runs its own in-house Winners Club scheme open to all Barnardo's employees. Within the last year, over £38,000 has been raised for children and young people.

Please email workplacegiving@barnardos.org.uk to sign up to either scheme or to find out more.

Insurance cover

Barnardo's arranges insurance to protect its own interests. In certain limited circumstances, members of staff may benefit from claims made under these policies solely at the discretion of Barnardo's.

Members of staff are strongly advised to insure their own possessions against loss by theft or any other means whilst on Barnardo's premises. Barnardo's insurance would only provide limited cover for loss or damage to personal possessions by fire whilst on their premises; to a maximum of £2,000.

If a member of staff uses their own car they should ensure that their personal property is insured to an acceptable limit. Barnardo's does not provide insurance to cover personal property carried in Barnardo's vehicles or within staff's personal vehicles.

Ex-gratia payments

Claims for uninsured loss or damage are considered where members of staff have suffered damage to or loss of personal property while on authorised Barnardo's duty; and which occurs through circumstances beyond their reasonable control. If a member of staff considers they may have a case for consideration as an ex-gratia payment, they should inform their line manager who will take the matter up on the member of staff's behalf. There is no guarantee a payment will be made, with each case looked at on its own merit.

Where a member of staff's vehicle is involved and the ex gratia claim has been approved, Barnardo's will look to reimburse whichever is the cheaper of the motor policy excess or the repair costs.

If a member of staff wishes to make enquiries on these or any other insurance matter they should contact the Corporate Insurance Manager at Barnardo House.



Data protection

The General Data Protection Regulation (known as the GDPR) and the UK's Data Protection Act (DPA) both became law on 25th May 2018. These laws focus on the protection of personal data. As Barnardo's employees, we must all be aware of these new laws and how they affect our working practices.

All staff have a duty to comply with the law, and Barnardo's Data Protection Policy, and will be required to complete mandatory Data Protection training.

Through this handbook, and regular training, you will be provided with the relevant level of data protection knowledge so that you can play your part in ensuring that Barnardo's is compliant with the law – protecting and processing hundreds of thousands of personal data records on behalf of our service users, customers and supporters, as well as our own personal data.

The GDPR and the DPA 2018 aim to ensure that people know where their data is held,

what it is used for and with whom it's shared. They also make sure that personal information is treated correctly and that we have systems in place to manage that information.

There are six data protection principles that should be followed in the handling of personal data. These principles require that personal data must:

- be used fairly, lawfully and transparently
- be used for specified, explicit purposes
- be used in a way that is adequate, relevant and limited to only what is necessary
- be accurate and, where necessary, kept up to date
- be kept for no longer than is necessary
- be handled in a way that ensures appropriate security, including protection against unlawful or unauthorised processing, access, loss, destruction or damage.

Your rights

Under the GDPR and the DPA 2018, you have the right to:

- be informed about how your data is being used
- access your personal data (as Subject Access Request)
- have incorrect data updated
- have data erased
- stop or restrict the processing of your data
- data portability (allowing you to get and reuse your data for different services)
- object to how your data is processed in certain circumstances, including automated decision-making and profiling
- lodge a complaint with a supervisory authority, ie the Information Commissioner's Office

Your responsibilities

During your job you may be required to handle, collect, or share information of a sensitive nature. It is vital that our policies and processes are followed when you handle personal information. This will ensure that our staff and service users' rights, dignity and wellbeing are promoted at all times.

It is important that you know that if we discover that our policies and procedures have been breached, this may result in disciplinary action including dismissal.

During or after your employment with us, you must not disclose any trade secrets or any information of a confidential or sensitive nature about:

1. **Barnardo's; or**
2. **any of our service users; or**
3. **any of our employees.**

There is an exception if you need to share this information as part of your job or if you are made to by law.

It is the responsibility of all staff to ensure data security. You will be responsible for the confidentiality, integrity and availability of all data which you have access to in the course of your work:

- **Confidentiality:** ensuring that personal and confidential information is not disclosed – either purposefully or accidentally – to people who do not have the right to see it. Normally when people talk about data breaches they mean confidentiality breaches.
- **Integrity:** ensuring that data is accurate and unchanged. A good example is a care plan – we need to know who has inputted the information (so they are accountable for it) and that the record is accurate. For example, if there is missing or incorrect data in a case management system (paper based or electronic), this could potentially cause significant harm to an individual.

- **Availability:** ensuring that data is available to those who are authorised to see it. A breach can be caused when – either maliciously or accidentally – data cannot be accessed by those who need it. For example, ransomware attacks on computers – a hacker locks you out of your device until you pay the ransom to have your data unlocked.

If any of these three areas is compromised, then a data security incident has occurred. To ensure that Barnardo's responds effectively to incidents and learns lessons over time, please report all data security incidents to the IS helpdesk. If the data security incident also involves personal data, then it is also a data breach.

Complaints

If you have a complaint about the way your personal data has been handled you can raise it via Barnardo's internal procedures. You may also have the right to make a complaint to the [Information Commissioner's Office](#).

Data Protection and CCTV

From time to time CCTV systems monitoring premises may be put in place and will be carried out in accordance with Barnardo's CCTV Policy (accessible via [Inside.Barnardos.co.uk](#)). Where CCTV systems capture data Barnardo's will comply with its obligations under the GDPR and DPA 2018 to ensure that data is stored securely. Employees should be aware that recorded CCTV footage will be monitored and may be used for the purposes of correcting alleged infringements of policies or procedures or as part of a disciplinary process under Barnardo's disciplinary procedure.

Access to personal information

Barnardo's holds and processes personal data relating to the employment relationship. This data is confined to that which is considered necessary in order to ensure that we have adequate records for employment and related purposes, to meet our legal obligations, business requirements and to be able to respond to emergencies. This includes, but is not restricted to:

- Administration of HR and employment records, employment benefits, statutory entitlements, HR planning, training, health and safety, employment related insurance
- Salary information, grade and pay by a third party payroll bureau
- Sickness and absence records, including medical reports/records and matters relating to your fitness for work
- Administration of the Barnardo's pension and benefit schemes, including death in service benefit, salary sacrifice schemes and optional benefits. This involves processing by third party providers e.g. calculating and paying benefits, processing 'sensitive data' such as medical details or death benefit nominations
- Criminal records, where these are not regarded as spent in accordance with the Rehabilitation of Offenders Act 1974/ Rehabilitation of Offenders Order (NI) 1978. For posts exempt from the legislation e.g. 'regulated activity', it will also include unspent convictions, cautions, reprimands and warnings and spent convictions

- The provision of references and/or information to government departments or other bodies in order to meet our obligations e.g. Her Majesty's Revenue and Customs
- The provision of references and/or information to other organisations when requested to do so by you e.g. future employers, financial organisations
- Providing information to potential purchasers of the organisation, or part of the organisation
- The reasonable transfer of information/data within the organisation
- Provision of information to a third party as part of a transfer under the Transfer of Undertakings (Protection of Employment) Regulations 2006 (TUPE) / Service Provision Change (Protection of Employment) Regulations (Northern Ireland) 2006
- Racial or ethnic origin, religion or belief, sexual orientation or similar information in order to monitor compliance with equal opportunities legislation
- Information relating to any criminal proceedings in which you have been involved for insurance purposes and in order to comply with legal requirements and obligations to third parties
- Complying with external regulatory requirements such as OFSTED inspections

From time to time Barnardo's may transfer personal information or data within the organisation. There may also be occasions when your personal data is passed to other organisations working with Barnardo's in providing employment-related services such as pensions and other benefits, insurance, training, etc. In accordance with GDPR and the DPA 2018, Barnardo's will choose a third party who provides sufficient guarantees regarding the measures governing the processing and will take reasonable steps to ensure compliance with those measures.

In addition, data may be shared with other parties for the provision of references and/or other information, including to government departments (e.g. Inland Revenue) or other bodies to meet our legal obligations.

Information will only be disclosed or transferred where it is in accordance with the six data protection principles or consent has been given.

For further information please see Barnardo's privacy notice at www.barnardos.org.uk/privacy-notice

Subject Access Request (SAR)

If you wish to access your personnel record you should make a written request (you may wish to consider using the template SAR form) to your Assistant Director People (ADP), specifying whether you wish to view the data or receive a copy of the information held. The request will be dealt with within 30 days.

Where the request is for copies of information, every effort will be made to ensure the information is as legible as possible. Multiple requests may incur an administrative fee and requests deemed to be manifestly unfounded or excessive may be refused.

Employees have the right to request that incorrect information be corrected, or inaccurate and/or irrelevant information be removed. Any such request must be made in writing to the ADP.

Further guidance is contained within our Data Protection Policy and a copy of the SAR form is available to download on Inside Barnardo's.





Fraud and financial crime

Barnardo's has the following six policies designed to help protect its reputation, assets, staff members, volunteers, service users and other stakeholders from any aspect of financial crime or other related illegal activity:

- Anti-Fraud policy
- Anti-Bribery and Corruption policy
- Anti-Money Laundering policy
- Anti-Terrorism policy
- Conflicts of Interest policy
- Gifts and Hospitality policy

These policies can be found on a dedicated [Financial crime](#) area on Inside Barnardo's.

We have also have a [Financial crime escalation process](#) to be followed by any Barnardo's Trustee, employee or volunteer if they identify a suspected, potential or actual fraud or financial crime incident or policy breach. The procedure and reporting form are also available through Inside Barnardo's. If you are in doubt as to whether an incident is a policy breach or not, you should report it.

Health and safety at work

Our commitment, approach and arrangements in regard to how we manage health and safety is set out in our [health and safety policy statement](#).

All staff are required to undertake mandatory training on Health and Safety accessible via the Learning Pathway on the Moodle eLearning site and as identified at service level.

There is also a dedicated area on Inside.Barnardos which contains information on all matters relating to health and safety at work [Health & Safety Policies](#) and [Safety Health and Fire](#).

Health and safety responsibilities of a worker

The health and safety duties of a worker, whether they are a Barnardo's paid member of staff, a volunteer, an employee seconded from another employer, or other person at work, include:

- Taking reasonable care of their own health, safety and welfare and that of others who may be affected by what they do or do not do.
- Co-operating with Barnardo's on health and safety to ensure there is compliance with any legal or local health, safety or welfare at work requirement.

- Correctly using work items provided by Barnardo's, including personal protective equipment, tools and IT equipment, in accordance with training, instructions or information provided.
- Not interfering with or misusing, either intentionally or recklessly, anything provided for health, safety or welfare.
- Where they have been delegated a special health and safety task by their manager, performing it to an acceptable standard, and notifying the manager in the event of them experiencing any difficulty in carrying out that task.

The Health and Safety Executive/Trade Union Congress leaflet 'Your health, your safety: A guide for Workers' is available on [content server](#).

Also available is translations of other [Health and Safety Executive guidance](#).

Workers must always inform their line manager or use the Whistleblowing policy if they have any concerns in regards to health and safety.

Fire precautions

Employees are required to make themselves aware of the fire precautions, and also to make themselves available for fire drills or fire training which may be arranged in the interests not only of themselves but also of service users and their colleagues.

Any worker who believes that they may need additional assistance to either be made aware that there is a fire or assistance in evacuating the building they are in must bring this to the attention of their manager and the person in charge of the fire arrangements for their building. A Personal Emergency Evacuation Plan (PEEP) will then be produced to support that individual.

Equipment with naked flames including portable gas appliances, space heaters, camping stoves, BBQs, blow lamps, oil lamps, candles etc. must not be used in any premises controlled by Barnardo's without permission or risk assessments.

Environmental Policy

Barnardo's has a responsibility to respond to the environmental challenge. We must meet legal duties under the relevant legislation, and our environmental management is an increasingly important requirement in tender documents for local authorities.

We also want to demonstrate our social responsibility to preserve the environment for our children and future generations.



Your health and wellbeing at Barnardo's

Health issues

Line managers are responsible for the health and safety of workers that report to them whether they are a Barnardo's paid member of staff, a volunteer, an employee seconded from another employer, or other person at work. While line managers retain this responsibility, People Teams will support managers with health issues including occupational health issues, and the Corporate Safety Team will support managers with occupational safety issues. Line managers must also co-ordinate actions relating to the health of the worker and must provide relevant feedback to the worker.

Health assessments for night workers

All members of staff classified as 'night workers' under the Working Time Regulations 1998 will be offered a free health assessment to establish their suitability for night work. This will be made available to relevant members of staff at yearly intervals. Please contact your Local People Team to make the necessary arrangements if you are classified as a night worker.

Working time and rest breaks

The Working Time Regulations set out that the average maximum weekly hours for the majority of workers should be 48 hours. In the case of young workers (those aged 16-17 who are over compulsory school age) this is restricted to 40 hours a week and eight hours a day. These totals incorporate hours worked for other employers. For further details, including information on rest periods, please refer to the Working Time Regulations document on [Inside Barnardo's](#).

Any worker who feels they are too tired to carry out their work safely and effectively must discuss this with their manager immediately and arrange a time to discuss their working hours and work life balance.

Reporting of injuries, events, diseases, dangerous occurrences and hazards at work

Barnardo's aims to provide adequate control of the health and safety risks arising from our work activities. In doing so, we will ensure that injuries and incidents are recorded, monitored and any lessons learned are communicated and acted upon.



Any injury or incident at work must be reported to your manager. Full details regarding the reporting of absence and injuries at work and occupational diseases/illnesses/conditions can be found in the 'Barnardo's Sickness Payment Schemes' document.

Full details regarding injuries where damages are recoverable from a third party or injuries attributable to own misconduct or participation in sport as a profession can also be found in the 'Barnardo's Sickness Payment Schemes' document.

Alcohol and drugs/solvent misuse at work

Barnardo's is concerned that the use of substances and/or alcohol by any of its members of staff should not adversely affect their health and personal life with consequential effects on their attendance

and work performance. The Alcohol Drugs and Solvent Misuse at Work policy is intended to support members of staff to seek treatment for drinking or drugs problems and guarantees that they will be treated with confidentiality as far as possible.

Work life balance policies/leave

Barnardo's has a range of policies aimed at helping staff achieve a greater work life balance, including maternity, adoption, fostering, shared parental leave, support leave (applicable to adoption/fostering/maternity), unpaid parental leave, carers' leave, dependant's leave, flexible working, flexi time and job share. These policies can be found on [Inside Barnardo's](#). Rights and entitlements vary according to length of service.

Should you wish to discuss a policy further or have any queries, please contact your Local People Team.

Additional leave to help with work life balance

Full details on 'Additional Leave - paid and unpaid' policy to help with work life balance is detailed on [Inside Barnardo's](#). Additional leave (paid and unpaid) is a discretionary benefit and all requests for leave must be agreed by the appropriate line manager and grandparent manager.

Managing performance

Probationary periods for new employees

Barnardo's requires all externally appointed staff (permanent and fixed term) to successfully complete a probationary period of 26 weeks. New employees must have completed all their mandatory learning before they are confirmed in post. In certain situations the probationary period can be extended (or suspended) but normally the total probationary period should not exceed 39 weeks.

Transition periods for existing staff transitioning to new role

The promotion or appointment to internal vacancies of existing staff will be subject to the successful completion of a 26-week transition period. The review procedure will follow the same format as the Probationary Period, but unresolved concerns about an employee's suitability for the new role would be dealt with under the appropriate alternative procedure (such as Performance Improvement). Please refer to the 'Probationary and Transition Periods Policy and Procedure' on [Inside Barnardo's](#) for full details.

Performance Development Review (PDR)

Once a year, members of staff will have a formal opportunity to discuss their performance with their manager. This is in

addition to the on-going supervision and work review sessions between the member of staff and their manager.

The purpose of the PDR is to assist members of staff to improve their job performance, as appropriate, to develop their skills and abilities, to increase their job satisfaction and identify obstacles to performance. An individual development plan for every member of staff should be part of this process.

Please refer to [Inside Barnardo's](#) for the 'PDR Policy', the 'Employee Guide to PDR' and the 'Leadership Management Behaviours'.

Performance Improvement Policy

The Performance Improvement Policy provides a fair and consistent approach towards members of staff whose level of performance does not meet the required standards. It is designed to help and encourage all members of staff to achieve and maintain the standards of performance required by Barnardo's.

For a performance issue with a member of staff within their probationary period, the probationary and transition periods policy and procedure will be followed instead.





Learning and development

We aspire to be an effective learning organisation, by learning together with colleagues, young people and external partners. This can include informal learning and knowledge sharing with colleagues, to gaining formal qualifications. The overall purpose of learning and development in Barnardo's is to:

- support all staff, volunteers and carers to achieve their potential at work
- ensure that everyone is skilled and able to deliver their service in line with their role requirements and in pursuit of excellence
- provide staff with relevant and accessible learning and development opportunities for development and growth
- support Barnardo's to meet organisational priorities
- ensure that everyone's learning and development needs are identified effectively
- learn together from our experiences, making the organisation more efficient, and effective, from incremental day to day improvement to transforming entire systems
- make learning central to everything that we do, now and for the future.

Our full learning and development ambition will be captured in the BU, our corporate

university, from Autumn 2019. You will be able to find out more on [Inside Barnardo's](#).

Discuss your learning needs and ambitions with your line manager during your induction, supervision or your performance review. Use the resources available on [Inside Barnardo's](#) under '[Learning and development](#)' to complete all mandatory learning and to support your individual needs. Your manager will support and direct you, but it is important to take personal responsibility and action for your continued learning, whether to fulfil your existing job to the best of your ability, or to learn new skills to enable career progression.

Barnardo's has made a commitment to all staff for a minimum of 3 days learning a year in addition to core learning for your role. This is recorded through the PDR system and logged on Myplace and we'd encourage all staff to discuss in supervision and team meetings to ensure you make the most of formal and informal learning opportunities. Please ensure you undertake your learning and development commitments as planned. You will appreciate that major difficulties can be caused when course participants cancel their place at the last minute or do not turn up on the day.

Consequently we have a 'Non attendance policy', which includes details of cancellation fees for all courses.



Recruitment and resourcing

Policy on recruitment procedure and promotions

Barnardo's aims to recruit the most appropriate people with the right abilities to meet the varied requirements of our organisation.

Vacancies are notified to the People Section/ Recruitment Centre for inclusion on the [Barnardo's website](#) and employees who wish to be considered for these must apply via this process. The website is updated on a daily basis.

Staff affected by organisational change, confirmed as redundant or under notice of redundancy, being re-deployed on health grounds under the Equality Act, or staff on fostering/maternity/adoption/shared parental leave facing redundancy, have a right to prior consideration. If they meet the essential selection criteria for the specific post they are applying for, they must be considered before anyone else for vacancies in accordance with the Redundancy and Significant Change Policy.

Disciplinary and grievance

Disciplinary procedure

The disciplinary procedure is designed to help and encourage all members of staff to achieve and maintain the standards of conduct required by Barnardo's. It provides a fair and consistent approach towards members of staff whose level of conduct does not meet the required standards.

The full disciplinary procedure and other related guidance is available on [Inside Barnardo's](#).

Grievance Resolution Policy and Procedure

Barnardo's Grievance Resolution Policy and Procedure is concerned with the resolution of work-related concerns, problems or complaints, made by employees and workers, including harassment complaints and complaints about actions of a third party, e.g. a work colleague or client, where Barnardo's could be vicariously liable for those actions.

The full grievance procedure and other related guidance is available on [Inside Barnardo's](#)

Prevention of harassment

In keeping with Barnardo's Basis and Values and Equality & Diversity Code of Conduct for Employees and Volunteers, we are committed to providing a climate free of harassment in which the dignity of individuals is respected. The Prevention of Harassment Policy provides guidance and a means of redress for those affected and we undertake to deal with such matters sensitively, discretely and efficiently.

Proactive action to prevent harassment and deal with cases efficiently reduces the negative impact of time diverted from the delivery of core services.

A 'Harassment FAQ' document can also be found on [Inside Barnardo's](#).



Pay and benefits

Job grading

General information on Barnardo's pay and grading structure can be found in the 'Pay and Pensions' section on [Inside Barnardo's](#). Please refer to your written statement of conditions of service for your own specific pay and grade details.

Job evaluation

Barnardo's has a job evaluation system to determine the grade of all jobs within Barnardo's. Job evaluation can take place when a new post is created; when there has been a significant change in the content, level of responsibility and/or method of working of a job; or at the request of the jobholder with their line managers support. Job evaluation information can be found on [Inside Barnardo's](#).

Single Annual Pay Award (SAPA)

Barnardo's will consult UNISON, our recognised trade union, annually on appropriateness and affordability of any pay award. Employees on Barnardo's terms and conditions will normally have their salary reviewed annually. The pay award (SAPA) will normally be backdated to the effective date, e.g. for administrative, professional

and clerical staff this is normally 1st April. However, if a member of staff leaves before the award is agreed by Barnardo's no back payment will be made.

Employees who have transferred to Barnardo's under TUPE (the Transfer of Undertakings (Protection of Employment) Regulations 2006) and retained their existing terms and conditions will receive the appropriate award specified in their contract of employment or relevant collective agreement.

Pay awards negotiated with a recognised trade union as part of a collective agreement will apply from the date of the transfer to the end date of the collective agreement. Barnardo's is not bound by any collective agreement negotiated after the date of transfer.

Teachers, nurses, psychotherapists and speech therapists will receive the relevant pay awards for their specific terms and conditions.

Exceptions

The Chief Executive and Corporate Directors are excluded from any annual pay awards (SAPA).

Temporary undertaking of additional duties

Employees temporarily undertaking additional duties may be eligible for the payment of an allowance. Full details can be found in Barnardo's policy on 'extra pay for temporary additional duties not warranting re-grading' located in the 'Pay and Pensions' section on [Inside Barnardo's](#).

Enhanced rates and overtime

It is Barnardo's policy that, wherever possible, members of staff will receive time off in lieu for any additional hours worked. Where this is not possible eligible staff (see full policy for current eligibility criteria which can be found in the 'Pay and Pensions' section on [Inside Barnardo's](#)), are eligible for payment at overtime rates.

Salary on promotion

Barnardo's has a policy on 'Appropriate Starting Salary and Annual Pay Review' which is available in the 'Pay and Pensions' section on [Inside Barnardo's](#).



Expenses and fees

Travel expenses

All those claiming or authorising travel expenses are responsible for ensuring that the most cost effective mode of transport is used. They should consider the overall cost including likely subsistence, effective use of travel time and the requirements of the job. Public transport should be the default option as this is Barnardo's preferred means of travel.

Subsistence expenses

Subsistence payments can be claimed to reimburse any reasonable, additional costs incurred in the course of one's work on behalf of Barnardo's. These relate to costs which would not normally be incurred during a normal working day. Full details regarding subsistence expenses, eligibility and requirements for reimbursement can be found on [Inside Barnardo's](#).

Claims for all expenses

All claims for travel, subsistence and other work-related expenses should be submitted to the line manager via iExpenses*. Expense claims must be submitted at regular monthly intervals and supported by receipts. Approved claims will be paid directly into the member of staff's bank account.

*TUPE staff should use the expense claim form.

Relocation expenses

In certain circumstances, Barnardo's may provide financial support to employees who are required to change their work location. Full eligibility details for relocation expenses can be found in the Relocation Expenses policy located on Inside Barnardo's. [Inside Barnardo's](#).

Lecture and other fees received by members of staff

The following arrangements will apply to Barnardo's members of staff:

- a. When members of staff undertake duties in **normal working hours**, paid for by another organisation e.g. casual lecturing, the fee is payable to Barnardo's.
- b. When members of staff undertake duties **outside normal working hours** for another body, the fee may be retained by the individual with the line manager's prior agreement. (See Section 2 of the Employee Handbook under Voluntary roles/paid employment outside of Barnardo's).



Leavers, Change and Redundancy

Managing change and redundancy

Change occurs on a variety of levels, from minor to more significant change. Although redundancy may arise as a result of a change, not every change creates a redundancy situation. Barnardo's has a number of procedures for managing different change situations and these can be found on [Inside Barnardo's](#).

Periods of notice on termination

The law provides for minimum periods of notice. Your written terms and conditions of employment set out the notice that you must give to Barnardo's when resigning from your post. Notice must be given in writing, with the reason, to the person specified or to your line manager.

Barnardo's must give a minimum statutory period of notice as follows:

Continuous Barnardo's Service	Minimum Notice
Four weeks or more but less than two years	One week
Two years	Two weeks
Over two years but less than twelve years	One week for each year of continuous service
Twelve years or more	Twelve weeks

Barnardo's in many cases requires as a condition of service that the period of notice, on both sides, should be longer. Details are given in your written statement of your terms and conditions of employment.



Retail specific

Retail specific working practices and protocols

There are a small number of working practices and protocols that are specific to staff working within Retail. These are:

- Procedures Manuals:
- Cash Handling
- Stock Management
- Security
- Media
- EPOS till manuals
- Safeguarding Licence To Operate
- Personal Relationships at Work in Retail
- Retail Store Staff Dress Code Protocol
- Discounts at Our Retail Stores

Full details of these protocols can be found on [Retail Hub](#).



Appendix A

Behaviour Management Policy

The purpose of the policy is to enable staff and volunteers to effectively support children and young people to manage their behaviour, in a way that is child centred, reduces potential risk for children, young people, staff and volunteers, and which enables the organisation to deliver services safely and legally. The proactive promotion of positive behaviour is central and integral to good practice, enabling children and young people to understand and respect the needs and rights of others.

For staff working in relevant roles in Children's Services, a full copy of the contractual Behaviour Management policy can be found on [Inside Barnardo's](#).



Appendix B

Glossary of terms

Formerly Section 1.3

In this document the following terms shall be understood as follows:

Year

(For the purpose of calculating periods of service) means twelve calendar months from the date of appointment to Barnardo's service.

Year

(For the purpose of calculating sick pay entitlement) means the period of twelve consecutive calendar months immediately preceding the first day of absence.

Week

- 1** Monday to Sunday for pay purposes
- 2** Any five working days within Monday to Sunday for annual leave

Statutory Sick Pay Benefit

Means the sickness benefit payable or deemed to be payable at the appropriate current rate, i.e. at the appropriate rate for the person concerned.

Financial year

This runs from 1st April to 31st March.

Pay period

This is a period of one calendar month.

Statutory deductions

Means such deductions from salary as may be applicable in any instance through the operation of some statute or regulation e.g. for income tax.

Continuous Barnardo's service

For the calculation of benefits or rights under employment legislation means paid employment with Barnardo's without any break in service.

Barnardo's service

With effect from 1st April 2010, the definitions of 'Barnardo's service' for the calculation of annual leave entitlement and discretionary sick pay benefit, and to qualify for benefit under Barnardo's Maternity/Adoption pay schemes, are as follows:

Employee group	Entitlement / benefit	Aggregated Barnardo's service	Recognised other previous service
Employees with a latest start date on or before 31st March 2016⁴	Barnardo's service for calculating annual leave entitlement	Paid employment with Barnardo's (periods of broken service may be aggregated unless there has been a break of more than two years) (except some female employees – see below)	Paid employment in the public service and/or a voluntary social work agency with a break in service of no more than one month
Employees with a latest start date on or before 31st March 2010	Barnardo's service for calculating discretionary sick pay benefit and qualifying for Barnardo's maternity/adoption pay	Paid employment with Barnardo's (periods of broken service may be aggregated unless there has been a break of more than two years) (except some female employees – see below)	Paid employment in the public service and/or a voluntary social work agency with a break in service of no more than one month
Employees with a latest start date on or after 1st April 2010	Barnardo's service for qualifying for Barnardo's maternity/adoption pay	Paid employment with Barnardo's (periods of broken service may be aggregated unless there has been a break of more than two years) (except some female employees – see below)	

⁴ For employees who joined on or after 1st April 2016 there is no automatic recognition of previous service for the purposes of annual leave calculation.

Barnardo's aggregated service – exception for eligible female employees.
For female employees who left Barnardo's employment on account of pregnancy, and who have not been in permanent employment in the intervening period, the earlier employment will be taken into account provided the break in service does not exceed eight years.

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