



Believe in **me**

Incredible
things
happen
when you
believe in
children

The Colleague
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 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 you will find a statement of our Basis, Values and Behaviours. 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 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.

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 and events.

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 structure comprises of Business Services, Children's Services Operations and Development and Innovation, each led by a Corporate Director and Barnardo's Trading Companies led by a Managing Director, who make up Barnardo's Corporate Leadership Team.

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 colleagues 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 behaviours

We have a set of behaviours that reflect our core values. By adopting these behaviours, we will make sure everyone at Barnardo's is living and breathing our values. This will help us become an even more effective, ambitious, inclusive charity that achieves meaningful, positive change for children, and where everyone feels heard, respected, and able to thrive. To find out more information about our behaviours go to [Our behaviours | Inside Barnardos](#).

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](#).

Our Promise

Barnardo's Commitment to Tackling Racism. In 2020 Barnardo's made a promise which sets out our intent to stand up and be counted as an anti-racist charity. Three core commitments have been developed and published which outline how we intend to achieve this:

- Our learning
- Our workforce
- Driving social change

Since then work has been going on to ensure the success of our promise through the delivery of our commitments.

To find out more information about our commitments and how we intend to achieve them go to www.barnardos.org.uk/barnardos-commitment-tackling-racism



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 colleagues and volunteers. Beyond this, our brand needs to be one that our children, young people and families feel proud to have supporting them.

As colleagues, 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 and style guideline [Brand and style guidelines | Inside Barnardos](#) 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 michael.walczak@barnardos.org.uk or maureen.jeffers@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.

Dynamics 365

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, search the people directory and submit expenses (please refer to Claims for all expenses section on page 41).

Online payslips

Monthly payslips are provided in electronic format online.

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.

*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, recognition day 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 Dynamics 365.

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

Barnardo's has two slightly different methods of calculating pro-rata statutory holidays for part-time colleagues depending on whether you were in post before or after 1st December 2000.

For colleagues who were in post before 1st December 2000, if they normally work on the day which a statutory holiday falls and do not do so on that day, they will be paid the amount that they would have received if they had worked. If they do not usually work on that day and do not come into work, they will be paid one day's pay i.e. 1/260th of annual salary.

For colleagues who were in post after 1st December 2000, you should record and book all bank holiday leave via Dynamics 365.

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 colleague, 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 colleague 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 colleague's 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 [Retail Hub](#) for colleagues 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 formal conduct 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 colleagues 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 colleagues 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 colleagues 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;
- Colleagues, 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, colleagues and Trustees should seek advice from Company Secretary.

Failure to comply with this policy may result in formal conduct action, and could result in colleagues 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 colleague'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 resolution 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 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 colleagues 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 colleagues.

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 all colleagues can take part in democracy if they wish to. We would expect to have a broad range of political allegiances across our colleague 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 colleague at 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 formal conduct issue.

In addition, it is a criminal offence, with individual colleagues, 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 colleagues 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, colleagues 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.

Colleagues 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 colleagues with a continuous start date on or before 31st March 2016 and one for colleagues 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 67.

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

Auto-enrolment

Legislation introduced in 2012 requires employers to enrol qualifying colleagues 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 2025.

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 colleagues¹ 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 colleagues 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 email pensionssupport@barnardos.org.uk

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

¹ Excludes colleagues 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 colleague 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 colleagues 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 colleagues 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 colleagues 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 colleague 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 colleague 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 general retirement enquiry for a former BASS member should also be directed to Hyman Robertson.

Life assurance (Death in Service)

Colleagues 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](#).

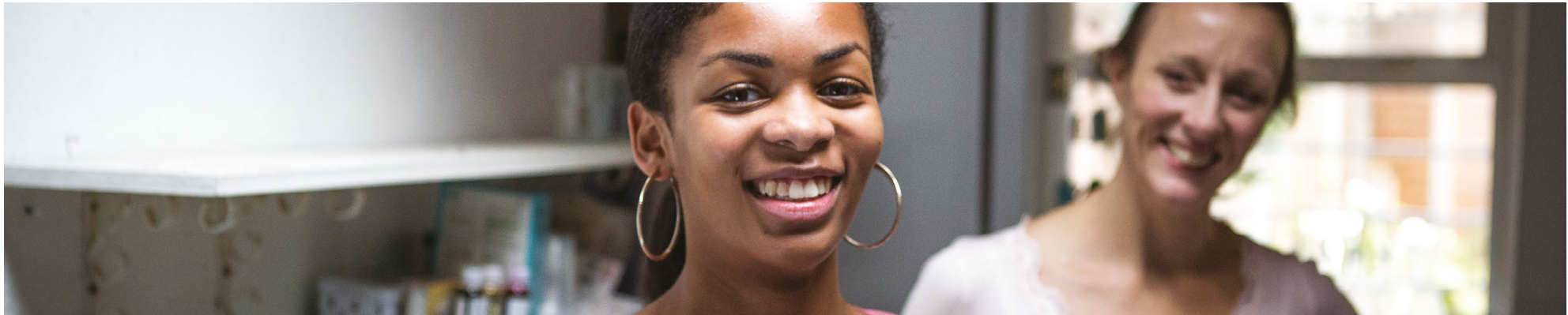
*Exclusions may apply; refer to the appropriate scheme rules for clarification.

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 colleague'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		 Work life balance	
Childcare Vouchers (Childcareplus)	This 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.	Leave buying scheme	When the application window is open (usually mid-Feb to mid-March), eligible colleagues are able to apply to purchase up to five days of extra annual leave (pro-rata for part time colleagues).
	The Childcare Vouchers scheme has been replaced with Tax-Free Childcare , details of the scheme can be found on www.gov.uk	Travel season ticket loan	Barnardo's colleagues can apply for an interest free loan covering the cost of Zone 1-4 season ticket to travel to work on the London Underground, DLR and Overground.



Promoting health and wellbeing

Health cash plans

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

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

Colleagues 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 colleagues 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 colleagues, 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 colleagues 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

■ Medical Information Service:

Operated by registered nurses, who can offer information on a range of medical or health related issues as well as providing practical and emotional support. The service is available Monday to Friday 9 am to 5pm, with a call back within 2 hours. Outside of these hours, should medical information be needed straight away, the caller will be connected to a UK based, GMC registered doctor.



Discounts and savings

Barnardo's Benefits Discount Portal

Barnardo's offers its colleagues 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; colleagues 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 People Team if you are unable to locate them.

Working at Barnardo's

Promoting equality/valuing diversity

At Barnardo's Equality, Diversity and Inclusion (EDI) is at the heart of everything we do. This is a central pillar of our [People and Culture Strategy](#) and the basis of our [Action Plan 2022 – 2023](#).

Our aim is to embed EDI, into everything we do by making our services inclusive and accessible to all children, young people, families and carers so we can fulfil our purpose to transform the lives of the UK's most vulnerable children.

In promoting equality, we aim to eliminate discrimination or less favourable treatment, harassment, victimisation on the grounds of any protected characteristic and ensure treatment is fair and equitable in all areas of our organisation. We want our workforce and volunteer base to reflect the make-up of the wider communities in which we work. We value the rich diversity and multiple identities our colleagues and volunteers have and the contributions they make to the organisation and our workplace culture.

We want all of our colleagues and volunteers to feel valued, respected and for our organisational culture to be one of inclusion for all.

Barnardo's [EDI](#) policy, alongside, our [EDI Code of Conduct](#) sets out our approach and reinforces the behaviours we expect to see demonstrated within our workforce and in our policies, procedures and practices. 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 colleagues)

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

Colleague support networks

We have four open Equality, Diversity and Inclusion (EDI) Colleague 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 colleagues. 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 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 Colleague 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.

Colleagues wishing to join UNISON, or find out more about membership, should contact the UNISON Branch Office on 0800 954 9915, 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 colleagues to belong to the union.

Barnardo's will deduct UNISON subscriptions where this is requested and authorised by the colleague. Barnardo's recognises a colleague's right to join any union of their choice or belong to more than one union or not to join any union.

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, 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 colleagues 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 colleagues:

- **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.

Colleagues 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 matter and addressed through Barnardo's Resolution Procedure.

In addition, to comply with the duty, colleagues 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 resolution procedure.

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

Workplace giving

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

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

1. Tax-free payroll giving. Payroll giving is a HMRC scheme that enables colleagues 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 colleagues 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 colleagues. 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, colleagues may benefit from claims made under these policies solely at the discretion of Barnardo's.

Colleagues 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 colleague 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 colleagues personal vehicles.



Data protection

The UK GDPR and the UK's Data Protection Act focus on the protection of personal data. As Barnardo's volunteers and colleagues, we must all be aware of these laws and how they affect our working practices.

All colleagues have a duty to comply with the law, and Barnardo's [Data Protection Policy](#), and are required to complete mandatory annual Data Protection and Security training.

Through guidance and regular [training](#), you will be provided with the relevant level of data protection knowledge so 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 UK GDPR and the 2018 Data Protection Act 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 UK GDPR and the Data Protection 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, i.e. the Information Commissioner's Office.

Your responsibilities

In the course of performing your role, 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 colleagues and service users' rights, dignity and wellbeing are promoted at all times.

It is important that you understand 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. **Supporters; or**
4. **any of our colleagues.**

There is an exception if you need to share this information as part of your role or if you are required to do so by law (e.g. as part of an investigation, or in order to claim gift aid)

It is the responsibility of all colleagues 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 are compromised, then a data security incident has occurred. To ensure that Barnardo's responds effectively to incidents and data breaches and learns lessons over time, please see the guidance on [Inside Barnardo's](#).

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 and Monitoring Devices Policy](#) (accessible via [Inside.Barnardos.co.uk](#)). Where CCTV systems capture data Barnardo's will comply with its obligations under the UK GDPR and Data Protection Act 2018 to ensure that data is stored and deleted securely. Colleagues should be aware that recorded CCTV footage will be monitored and used for the purposes of correcting alleged

Your personal information

Barnardo's holds and processes personal data **29**

relating to your employment. This data is confined to that which is considered necessary 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. Categories of data collected for this purpose can be found in Barnardo's Privacy Notice under 2d (Volunteering and Job Applicants) and 2e (current and former colleagues).

From time-to-time Barnardo's may need to share your personal information. For further information about how we do this, please see [Barnardo's privacy notice](https://www.barnardos.org.uk/privacy-notice) at <https://www.barnardos.org.uk/privacy-notice>

Subject Access Request (SAR)

■ If you wish to access your personnel record you should apply to your Assistant Director People/People Manager, 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. Please see the guidance on [Inside Barnardo's](#).

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.

Colleagues 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 AD People.

Further guidance is contained within our [Data Protection Policy](#).





Fraud and financial crime

Barnardo's has the following six policies designed to help protect its reputation, assets, colleagues, 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 area on [Inside Barnardo's](#).

We have also have a financial crime escalation procedure to be followed by any Barnardo's Trustee or colleagues 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 colleagues 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 colleagues, 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](#).

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

Fire precautions

Colleagues 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 colleague 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 colleagues that report to them whether they are a Barnardo's colleagues, 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 colleague and must provide relevant feedback to the colleague.

Health assessments for night workers

All colleagues 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 colleagues at yearly intervals. Please contact your 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 colleagues 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 colleague 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 colleagues 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 colleagues 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 colleagues 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 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 colleagues

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

Transition periods for existing colleague transitioning to new role

The promotion or appointment to internal vacancies of existing colleague 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 a colleague'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 and Development

At Barnardo's we are committed to delivering excellence for the children, young people and families who we support. We all have a part to play in helping Barnardo's

realise its purpose in achieving better outcomes for more children and this starts with our [Strategy](#). As we introduce a new framework for developing and progressing our colleagues across the charity, two policies will apply as follows:

Colleagues who sit in Grades A, B and C: will follow [this approach](#) from 1 October 2023. Based on the delivery of goals and demonstration of [our behaviours](#), eligible colleagues will have the opportunity to progress their pay from 1 June 2024* if they can demonstrate 'excelling' or 'outstanding' performance through the Performance and Development Cycle.

Colleagues who sit in Grades, D, E and F: will follow the existing [Performance Development Review \(PDR\) process](#). Colleagues will be introduced to [new framework for developing and progressing](#) in April 2024. However, to ensure fairness, for this year only (from June 2024), eligible colleagues may have their pay automatically progressed*.

Performance Improvement Policy

The Performance Improvement Policy provides a fair and consistent approach towards colleagues whose level of performance does not meet the required standards. It is designed to help and encourage all colleagues to achieve and



maintain the standards of performance required by Barnardo's.

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

*Subject to affordability.



Learning and development

We aspire to be an effective learning charity, 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 colleagues 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 colleagues with relevant and accessible learning and development opportunities for development and growth
- support Barnardo's to meet the priorities of the charity
- ensure that everyone's learning and development needs are identified effectively
- learn together from our experiences, making the charity 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 is captured in the BU, our corporate

university. 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 colleagues 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 Dynamics 365 and we'd encourage all colleagues 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

Recruitment and Resourcing

Barnardo's purpose is to achieve meaningful, positive change for children, young people and families. Our ability to accomplish this and to become an employer of choice, is dependent on the competence and professionalism of those we recruit who are aligned to our values and behaviours.

We are committed to achieving a diverse and representative workforce reflecting the communities we work in and their diverse backgrounds. We aim to achieve this through creating equal access to vacancies and ensuring recruitment processes are fair and consistently applied to applicants from all backgrounds.

Barnardo's Recruitment and selection policy statement sets out our key standards for recruitment and selection and reflects regulatory and legislative requirements, ensuring a safe, fair and effective recruitment and selection process.

Vacancies which are not filled in advance via the redeployment process are notified to the People/Recruitment Team for inclusion on Barnardos Careers Site and colleagues who wish to be considered for these must apply via this process.

Redeployment

Barnardo's operates a prior consideration for redeployment scheme for colleagues affected by organisational change which sets out the levels of priority for suitable alternative work. Please refer to Barnardo's Redundancy and Significant Change Policy and Frequently Asked Questions for full details of the scheme, see Managing redundancy and organisational change on [Inside Barnardo's](#)

Workplace Offer – Hybrid Working

The world of work has changed. We are continually working to understand what works best for our colleagues, both current and future. We embrace this new way of working. Our Offer is built around three areas:

1. People - based on trust, flexibility, and transparency
2. Technology - investment in modern and appropriate hardware and software that enables interaction and collaboration in a virtual environment.
3. Space – ensuring you have safe and effective places to perform your role. This may mean working at one of our stores, services, at home, at one of our Collaboration Hubs or any combination of these.



We understand our [Hybrid Workplace Offer](#) means different things to different people, and we encourage colleagues to engage in conversations with their line manager about what the offer means to them and to embed a hybrid approach wherever possible. This may mean working at one of our stores, services, at home, at one of our Collaboration Hubs or a combination of these.

As a UK based charity, Barnardo's require colleagues to be UK residents, based in the UK and to complete their roles from within the UK (with the exception of colleagues providing Barnardo's services in Jersey and colleagues who live in the Republic of Ireland providing services in Northern Ireland). Working outside of the UK can trigger all sorts of tax, social security, and other legal implications for both colleague and Barnardo's, and therefore we will only consider such requests in very exceptional circumstances, and only on a short-term, temporary basis to deal with a serious personal or family emergency.

Before any work from a location outside of the UK is undertaken, new requests by colleagues to work from a location outside of the UK for a short period of time to deal with a serious personal or family emergency must be discussed with their line manager in the first instance. Prior to such requests being considered and approved at Corporate Leadership Group/Corporate Leadership Team level (as appropriate), colleagues wishing to make such a request should

consider any business implications, as well as any financial and legal considerations of working remotely while abroad on a short-term, temporary basis to ensure that they remain compliant with any local laws.

All decisions will be made on a case-by-case basis following an assessment of any business implications, legal considerations, including employment law, tax, IT, data protection and health and safety.

All costs related to work undertaken abroad including seeking professional advice will be the responsibility of the colleague and will not be reimbursed by Barnardo's.

Where any such request is declined, this decision will be final and there will be no right of appeal. Colleagues in this instance may wish to explore other options such as requesting annual leave, a period of unpaid leave or extended leave. These requests should be made to the line manager. Please refer to the links below for further information:

[Additional leave \(paid and unpaid\) policy](#)

[Annual leave and bank holiday entitlements](#)

[Extended leave policy](#)

Resolution

The goal of the Resolution Policy and Procedure is to provide a framework to help colleagues resolve issues, concerns and conduct matters at the earliest opportunity, wherever possible and appropriate.

Resolution is about finding a solution and this policy aims to resolve workplace issues and concerns before there's a need to escalate to a more formal process. It is essential to resolution that we are all accountable for maintaining and continuously improving working relationships.

However, it's important to say that cases involving unacceptable behaviour such as a breach of safeguarding, or discrimination, will continue to be treated seriously and this includes the use of formal processes where needed.

The full Resolution Policy and Procedure and other related guidance is available on Inside Barnardo's

[Resolution Policy | Inside Barnardos](#)



Pay and benefits

Job grading

General information on Barnardo's pay and grading structure can be found in the 'Pay Information' 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](#).

Annual Pay Award

Barnardo's will consult UNISON, our recognised trade union, annually on appropriateness and affordability of any pay award. Eligible colleagues on Barnardo's terms and conditions will normally have their salary reviewed annually. The pay award will normally be backdated to the effective date. However, if a colleague leaves

before the award is agreed by Barnardo's no back payment will be made.

Colleagues 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.

Temporary undertaking of additional duties

Colleagues 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 Information' section on [Inside Barnardo's](#).

Enhanced rates and overtime

It is Barnardo's policy that, wherever possible, colleagues will receive time off in lieu for any additional hours worked. Where this is not possible eligible colleagues (see full policy for current eligibility criteria which can be found in the 'Pay Information' 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 Information' 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 Dynamics 365. Expense claims must be submitted at regular monthly intervals and supported by receipts. Approved claims will be paid directly into the colleagues bank account.

Relocation expenses

In certain circumstances, Barnardo's may provide financial support to colleagues 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 colleagues

The following arrangements will apply to Barnardo's colleagues:

- a.** When colleagues undertake duties in **normal working hours**, paid for by another organisation e.g. casual lecturing, the fee is payable to Barnardo's.
- b.** When colleagues 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 Colleague 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 colleagues working within Retail.

- Procedures Manuals:
- Cash Handling
- Stock Management
- Security
- Media
- EPOS till manuals
- Safeguarding Licence To Operate
- Discounts at Our Retail Stores

These are:

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



Appendix A

Positive Intervention Policy

The purpose of the policy is to provide clear guidance for colleagues to effectively support children, young people, and vulnerable adults, with strategies designed to help promote positive interventions. Supporting children, young people, and vulnerable adults, especially those individuals who may present with behaviours that cause concern, requires commitment to develop personalised services, care and support which places the person at the centre of our service delivery.

The proactive promotion of positive intervention is central and integral to child-centred, trauma responsive practice, it reduces potential risk for children, young people, vulnerable adults, colleagues, and volunteers, it enables us to deliver services safely and legally, in line with our charity values.

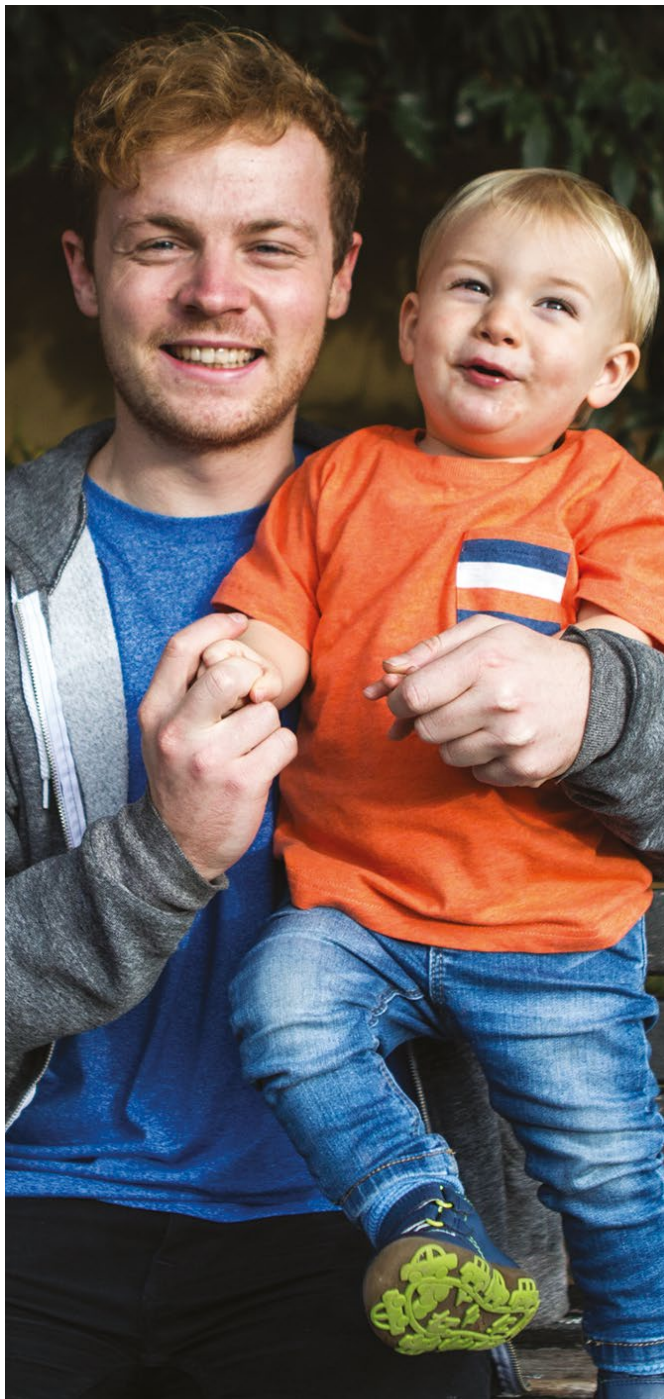
Positive intervention strategies are used by colleagues to support behaviour changes,

in children, young people, and vulnerable adults. It enables colleagues to understand that all behaviour has meaning and is a form of communication.

Acknowledging that all behaviour is a form of communication and has a function is a key element. Those who care for children, young people and vulnerable adults have a duty of care to understand what their behaviour communicates and the impact it can have.

Positive Intervention strategies and techniques, aim to enhance the quality of life as both an intervention and outcome for people who display behaviour that challenges, and those who support them.

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



Appendix B

Glossary of terms

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

Colleague

Is an inclusive term for those who are directly employed by the charity (formally known as Employees and As & When Workers).

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

Definitions of 'Barnardo's Service' for the calculation of annual leave entitlement, discretionary sick pay benefit and to qualify for benefit under Barnardo's maternity/adoption schemes are set out in the table opposite, effective from the latest start date shown.

Colleague group	Entitlement / benefit	Aggregated Barnardo's service	Recognised other previous service
Colleagues 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 colleagues – 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
	=		+
Colleagues 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 colleagues – 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
	=		+
Colleagues 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 colleagues – see below)	
	=		

⁴ For colleagues 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 colleagues.
For female colleagues 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.

Barnardo's

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