

Probation | Family Courts

**napo**

# **ANNUAL REPORT 2018 /2019**

[www.napo.org.uk](http://www.napo.org.uk)  
[info@napo.org.uk](mailto:info@napo.org.uk)

# Contents

## Page

|                                     |    |
|-------------------------------------|----|
| Introduction                        | 4  |
| Meet the team                       | 6  |
| Napo affiliations                   | 7  |
| National Executive Committee        | 8  |
| Cafcass Negotiating Committee       | 12 |
| Campaigning Committee               | 14 |
| Editorial Board Probation Journal   | 16 |
| Equal Rights Committee              | 18 |
| Family Court Committee              | 20 |
| Health and Safety Committee         | 22 |
| Probation Negotiating Committee     | 24 |
| Professional and Training Committee | 34 |
| Steering Committee                  | 36 |
| Trade Union Organising              | 40 |
| Edridge Fund of Napo                | 42 |
| Napo Report and Accounts            | 52 |
| List of Common Abbreviations        | 68 |



# Introduction

## **SIGNIFICANT PROGRESS FOR REUNIFYING PROBATION BUT MUCH TO BE DONE**

We left the AGM at Southport last year with the rallying cry that: "If it (being the scheduled transfer of Offender Management work from the CRC) was good enough for Wales, it was good enough for England." How fitting then, that we return to Wales which will be the benchmark for the future transition of this work from the remaining CRCs by April 2021.

By Christmas, the demand for total reunification was still not among the government's favoured options for the future of Probation, but at the turn of the year a highly significant meeting took place between Napo, our sister unions, the then Justice Secretary David Gauke and Justice Minister Rory Stewart. Here it became very clear that the relentless campaign we had waged even before Chris Grayling launched his disastrous Transforming Rehabilitation project had at last struck a chord.

The subsequent announcement on May 16th of part-reunification which will see around 80% of probation work transfer to an 11 region NPS, signified the major reversal of a flagship privatisation policy. One that has been lauded as a notable victory, but one that still means that Napo has much to do.

Since then we have constantly pushed our key demands for the return of Probation to full public ownership and control, and for all of our CRC members' pay and terms and conditions to match those in force within the NPS.

At the same time, we have engaged in detailed negotiations on the new Professional Competency Framework. This will identify and recognise the core

skills that are demonstrated by our members, and also provide Napo with the opportunity to influence the future national standards that we want to see applied in within a fully reunified service.

Since last year's AGM, we have seen continuing concerns over the role of Cafcass with leading names in the judiciary warning the government of the meltdown in the Family Justice system. The interventions by our members in our Family Courts despite huge workloads is critical in helping service users to maintain relationships in difficult circumstances that all too often negatively impact on their children.

In Northern Ireland the need for strong local governance in the face of the Brexit debate has never been greater. Our work on behalf of, and alongside, our members in PBNI whose courageous stand in the face of unacceptable threats of violence have been a shining example.

In respect of our own Strategy for Growth we hope to have launched our new ICT system and members' helpline which will supplement our excellent online communications platforms. On top of this, the AGM will also hear more about the success of our bespoke Reps training programme that is the genesis for our programme of finding and supporting the next generation of leaders that will help take Napo into the future.

Napo's operational plan provides a comprehensive account of the specific work that your leadership team and staff have undertaken on your behalf since last year, and we gather in Cardiff to be accountable for our efforts. Yes, we face a huge set of challenges going forward, but our members' efforts against the odds has put us in a strong position as we determinedly focus on achieving ultimate victory.

My best wishes to you all for an enjoyable and highly successful AGM.

**Ian Lawrence**  
**General Secretary**

# Meet the team

## ELECTED OFFICERS 2018-19

### CHAIR

Katie Lomas

### VICE-CHAIR (CAFCASS)

Jay Barlow

### VICE CHAIRS (PROBATION)

Iqbal Bhogal

Siobhan Foreman

David Raho (Acting Vice-Chair)

### VICE-CHAIR (FINANCE)

Keith Stokeld

## STAFF

### General Secretary

Ian Lawrence

### Assistant General Secretary

Dean Rogers

### National Officials

Tania Bassett  
(Press, Parliamentary, Campaigns)

Sarah Friday  
(Health and Safety)

Ranjit Singh  
(Equal Rights, Trade Union Organisation)

### Finance Officer

Theresa Boorman

### Finance Assistant

Liz Manville

### Office & HR Manager

Keith Waldron

### Administrators

Anne Burbidge  
Taytula Burke  
Kath Falcon  
Cynthia Griffith  
Jermaine Ngobeh  
Jacqui Paryag  
Shireena Suleman  
Annoesjka Valent

### ULR Manager (Wales)

Aziz Bouleghlimat

# Affiliations for 2018

**Abortion Rights**

**Amnesty International**

**Campaign for Homosexual Equality**

**Campaign for Trade Union Freedom**

**Cuba Solidarity Campaign**

**General Federation of Trade Unions**

**Hazards**

**Hope Not Hate**

**Howard League for Penal Reform**

**Justice for Columbia**

**Labour Research Department**

**Liberty**

**National Shop Stewards Network**

**National Pensioners Convention**

**Orgreave Truth and Justice Campaign**

**Palestine Solidarity Campaign**

**Trade Union Friends of Searchlight**

**Trades Union Congress**

**Unite Against Fascism**

**Venezuela Solidarity Campaign**

**Wales TUC Cymru**

# National Executive Committee

## OFFICERS:

Katie Lomas (Chair), Iqbal Bhogal and Siobhan Foreman and Jay Barlow (National Vice-Chairs), Denise Mason (National Vice-Chair till November), David Raho (Acting National Vice-Chair from November) and Keith Stokeld (Vice-Chair Finance)

## BRANCH REPS:

Each branch is entitled to send one of its two elected representatives to each NEC meeting

## NEC BLACK REPS:

Maureen Vernon (Staffordshire and West Midlands)  
Nizam Salyani (London)

## OFFICIALS:

Ian Lawrence (General Secretary)  
Dean Rogers (Assistant General Secretary)  
Tania Bassett (National Official)  
Sarah Friday (National Official)  
Ranjit Singh (National Official)  
Theresa Boorman (Finance Officer)

## ADMINISTRATOR:

Annoesjka Valent

**1. Meetings.** The NEC has met four times since the last annual report was written: in September and November of 2018 and in March and June of 2019. The NEC oversees the work of all Napo's standing committees and receives regular reports from them. Much of the business conducted by the NEC is therefore reported in other sections of the Annual Report.

**2. Officers.** Napo's officers for the year 2018-19 were: Katie Lomas (West Yorkshire), National Chair, Denise Mason (Kent Surrey and Sussex) till November, David Raho (Acting from November), Iqbal Bhogal and Siobhan Foreman Vice-Chairs (Probation), Jay Barlow (Family Court Section) Cafcass Vice-Chair and Keith Stokeld, Vice-Chair (Finance).

**3. NEC Black Representatives.** Black representative seats were filled for the 2-year term 2018-20 by Maureen Vernon (Staffordshire and West Midlands) Nizam Salyani (London).

**4. Employers' issues.** A temporary (1-year) Admin Assistant was appointed in June, Jermaine Ngobeh.

**5. Finance.** Napo's Finance Vice-Chair reports regularly to the NEC on Napo's financial position. In accordance with legislative requirements the basic details of the union's income and expenditure during the course of the year are published annually. The audited accounts for 2018 are included in this annual report.

**6. Disputes.** The NEC receives regular reports regarding branch disputes. The NEC was informed of the following registered disputes by branches:

- **Family Court Section** – remained in an ongoing dispute over Workloads.



- **London** lodged a joint dispute with UNISON over out of hours' payments for Area AP Managers.
- **National Dispute NPS:** over ViSOR vetting procedure.
- **Northern Ireland** remain in dispute over working with terrorists and politically motivated offenders.
- **North West NPS Division:** over facility time for reps.
- **South Southwestern, Wales and Western Branches:** ongoing dispute with Working Links. It was subsequently clarified that despite the dispute with Working Links now effectively having been ended, the issues remain unresolved at this stage. The Kent Surrey Sussex CRCs then subsequently went in dispute over pay; the issues from the dispute in the former Working Links owned CRCs have not been resolved.
- **South Yorkshire:** ongoing dispute with CRC over booths and workloads
- **The Mercia Branch:** in dispute over lack of consultation around the recently announced redundancies.

**7. Motions.** Category C motions (if passed by NEC become policy), were passed on:

- Napo's expenses (carried at the November NEC meeting)

## **8. Operational Plan and Strategic Objectives.**

The November meeting of the NEC agreed Napo's operational Plan 2019 and this was sent out to branches (NEC58/2018) early December. The plan was set out in line with the five objectives set out under Napo's strategic aims covering the range of Napo's work.

## **9. STRATEGY FOR GROWTH.**

The NEC continued to receive regular updates on the progress against the various strands of the Strategy for Growth. The Strategy runs until the end of 2019 and so they have also already been asked to consider how the outputs from the Strategy can be built upon and further initiatives developed to consolidate and strengthen Napo's growth.

At least in part as a consequence of the co-ordinated strategic approach we have been taking, Napo has seen membership grow steadily since the last AGM. 18 out of 22 branches saw membership grow between May 2018 and June 2019. At time of writing, we have seen growth in NPS membership in 11 of the last 12 months; and 4 months continuous growth in the CRCs - with significant opportunities for accelerated growth being targeted over the summer (e.g. #PayUnity in the CRCs). PBNi membership has also grown during 2018-19, whilst challenges remain in the Family Court Section which will be the focus during Branch training, and on-going negotiations with the employer. The removal of Check Off for staff leaving CRCs for the NPS between December 2019 and mid-2021 presents both a threat and potential opportunity for member growth and engagement with plans already developed to take on this challenge.

Big projects set out in the Strategy for Growth that have been implemented and/or progressed this year include:

### **i. Staff & Representative Development Strand**

#### **a) Re-Tendering of Napo's legal support and Improving support for Members and Representatives**

In 2018-19 we undertook a review of our legal services and support package for Members and Representatives. We were concerned that in many cases members were waiting longer than we would want or they would expect to get access to advice and support from Napo. The NEC agreed to include in our re-tendering exercise proposals to provide a single point of entry member helpdesk, provided by our solicitors. This would allow members with an employment related question or challenge to immediately speak to a trained and experienced solicitor or employment relations specialist. The advice offered would then be recorded and where necessary the helpdesk would pass the case forward, with a brief to local Branch representatives or Napo Officers and Officials as appropriate. These Reps would then continue to be supported on the case by the experts on the help desk – potentially significantly improving the speed and quality of the support members and Reps receive and the efficiency of Napo's response to

members' issues.

The tender process was won by Morrish Solicitors, who consequently took over the provision of all of our legal support and services from Thompson's in May 2019. Napo should place on record our thanks to Thompson's for their help and support to Napo over many years, and for the professional way in which they supported a handover to Morrish during 2019.

Work has been taking place to ensure the Helpdesk can launch alongside the ICT systems this autumn.

### **b) Activist and Representative Training (ART) Programme**

This comprehensive programme is being rolled out across all of Napo's Branches during 2019 and early 2020. This is a significant undertaking but one which to date is being very well received by Activists. The programme re-accrediting all of Napo's local leaders and developing Branch Plans that will inform and help shape Napo's national planning. The programme also embeds and strengthens the relationship between the local Branch and allocated national Officers and Officials who are tasked with coaching and supporting the local leaders in the delivery and development of Branch Plans, mirroring Napo's Performance Development Conversation (PDC) model. By the end of the programme we should, on current projection, have up to 200 trained and accredited Activists and over 150 accredited local Representatives to directly support local members with disciplinary hearings, grievances, etc.

All of the modules reflect best practice in active learning and organisational reflection and development. Module 1 is focussed on how Napo is changing and challenges Branches to review how they do things and what they focus upon – aiming to promote greater team work and space for more than just responding to individual Member Representation. It also covers Napo's values in different Napo contexts; GDPR as both a union issue and how Napo manages its responsibilities to members; legal rights for all Representatives under the ACAS Code; and how to run a collective local campaign promoting team working and shared responsibility.

Module 2 concentrates upon best practice in Representing individual members – again including guidance about the scope and limitations of law and

practical tips on effectively guiding cases to the most positive and sustainable outcome for members.

Module 3 brings the Branch back together to review learning from Modules 1 and 2 and concludes with the agreement of the Branch Plan.

At the time of writing we were almost ½ way through delivering Module 1 and have delivered about ¼ of the sessions in Module 3. Dates are fixed for the remaining sessions between September 2019 and March 2020. Dates for Module 3 are also now being set with Branches – these will run into the early summer of 2020. Sessions for new Activists and Representatives stepping up after sessions have been run in their branch will be run regionally going forward, starting in early 2020.

In addition, additional resource has been secured from the NEC to consolidate the programme, by providing 2 1 day training sessions for all Branches in each calendar year – allowing focus on specific topics of interest and concern to Activists and Reps combined with time to review the on-going Branch Plans.

### **c) Facility Time and Honouring the ACAS Code**

Progress has been slower than hoped in developing national agreements that facilitate enough time for accredited Representatives to do the work they need to do. This is being prioritised and further updates will be given at the AGM.

## **ii. Communications Strand**

### **a) ICT Development**

Following agreement in 2018 to commission a new Membership and Case Management Records System, with integration to Napo's website, a project has continued managed by Keith Waldron and Anne Burbidge. This has also broadened to include integrating the new Legal Helpdesk for members and Reps (see below). At time of writing the project remains on schedule for launching at the 2019 AGM

### **b) Member Surveys**

The NEC did not progress requests for external market research to test members and potential members views on Napo's offer; value for money; and what they would want to see from Napo, reported in last year's

annual report. This will be an area where Napo's in-house potential should improve once our improved ICT systems are in place. This is the largest aspect of the Strategy for Growth that hasn't been progressed as anticipated when the Strategy was adopted and will need to be an area for consideration by the NEC in 2020 and beyond.

### iii. Partnership Strand

Energy was put into re-establishing and strengthening continuing relationships with other probation and family court stakeholders this year. This has produced some positive campaigning outcomes in both sections. Napo Officers and Officials have continued to attend events held around the country by the Commission for Social Justice Commissioning on a range of relevant topics and useful connections have been made from these events, including into current academic leaders in our fields. We have also started piloting outreach events in Universities, talking about probation and Napo to potential officers and have begun discussions with the Social Work Union about how we can support each other to do more of this work going forward.

Our partnership with the AEP has continued to deliver benefits both around the National Representative Panel, with AEP based Reps successfully providing support to Napo members and visa versa, but also in softer areas sharing practice and ideas on how the AEP do various work.

In May, the AGS gave a presentation to the Unions21 Conference on how Napo has and continues to successful change to improve our support for members, activists and Reps. Napo is not affiliated to Unions21 but some members have joined.

**10. General Federation of Trade Unions.** Napo remains an affiliate of the GFTU. The General Secretary was again elected to the GFTU Executive Committee with Katie Lomas (National Chair) as substitute delegate. Napo submitted four motions to the biennial conference, entitled 'Let's fix the broken Probation service', 'We demand Pay unity in Probation', 'Initiatives against Domestic Violence' and 'Rehabilitation needed in our communities'.

**11. Trade Union Coordinating Group.** Napo also remains an affiliate of the TUCG which represents the views and concerns of 10 trade unions including Napo. It organises a range of seminars and events including

fringe meetings at the TUC Congress. Napo continues to receive regular support and briefings from the Parliamentary Coordinator for the TUCG.

**12. Trade Union Congress (TUC).** Congress 2018 took place in Manchester. Napo's motions entitled 'Family Justice System in Crisis' and 'The Transforming Rehabilitation Counter- Revolution' were carried.

Napo's delegation to Congress consisted of National Co-Chair Yvonne Pattison and General Secretary Ian Lawrence. A report of Congress was provided in Napo Magazine.

The 2019 Congress is taking place in Brighton and Napo is submitting motions entitled 'A public enquiry into Transforming Rehabilitation' and Stop Government Recidivism on Rehabilitation' – which has been composited into one motion called 'Public Inquiry into TR – stop government recidivism on rehabilitation'.

**13. TUC Women's Conference.** Napo's delegation included Pauline Johns (South Southwestern), Tamzin Yates (East Midlands), Angela Thompson (Staffordshire and West Midlands) and Jay Barlow (National Vice-Chair – Cafcass). Napo submitted a motion entitled 'Exposing the hidden cost of the gender pay gap'.

**14. TUC Black Workers Conference.** Napo's delegation included Nizam Salyani (London) Iqbal Bhogal (National Vice-Chair). Napo submitted a motion entitled 'Unconscious Bias: Twice has much to succeed but only half as much to fail'.

**15. TUC Disabled Workers' Conference.** Napo's delegation included Ikki Bhogal (National Vice-Chair) and Ranjit Singh (National Official).

**16. TUC Lesbian Gay Bisexual and Trans Conference (LGBT+).** Napo's delegation included Adam Harmsworth (Family Court Section) and Ranjit Singh (National Official).

# Cafcass Negotiating Committee

## MEMBERS:

Nicki Kenney – FCS Co Chair  
Steve Hornby – FCS Co Chair  
Vacancy – NQSW Rep  
Paul Walker- Practice Supervisor Rep  
Olivia Fitch - Service Manager Rep  
Sue Hassall  
Nicola Taylor-Ebong

## OFFICER:

Jay Barlow - National Vice-Chair

## OFFICIAL:

Dean Rogers, Assistant General Secretary

## ADMINISTRATOR:

Cynthia Griffith

**1. Membership.** In accordance with the Napo Constitution the Cafcass Negotiating Committee was elected at the Family Court Section AGM which was held immediately before the Southport National Napo AGM Conference on 4th October 2018. The membership of the Committee is set out in the Family Court Section Constitution. Jay Barlow was further nominated as National Vice-Chair at the 2017 AGM.

**2. Meetings.** The Committee has met on four occasions during the year. These meetings have been shared with the Section Executive Committee and with the Family Court Committee to save on travel costs and to share information.

In line with our motion from AGM 2018 we have held meetings in various parts of the country in order to facilitate members joining in part of the meetings. We have held meetings in Manchester on 15/11/2018, in Croydon on 31/1/2019, in Coventry on 4/4/2019 and Sheffield on 12/6/2019. Sadly, there has been almost no take up by members to attend these. It is thought that there are two main reasons for the lack of take up. These are likely to be lack of time because of high workloads and the fact that most Cafcass members work remotely from home or Courts so are not available at the Cafcass offices.

**3. Partnership Meetings.** It has been very disappointing that only one Partnership Meeting has been held with management this year. That was a Strategic Partnership meeting held on 8/3/2019. Management cancelled meetings planned in November 2018 and January, May and July 2019.

**4. 2014 AGM Resolutions.** Given the above cancellations, it has been difficult to make as much progress as we would have wished. As stated, there has been very little take up by members to attend the SEC meetings which we have held in various venues.

We have produced news letters for members in line with our motion to communicate better with members and potential recruits.

We have fulfilled our motion regarding Cafcass Negotiating Committee meeting at least three times per year.

In line with our motion to reconsider the format of the Family Court Professional Conference, we have a planned day to combine the Section AGM and the Professional Conference on 17th September.

We have held Health & Safety training for our reps in line with our motion to do so.

Our Membership Secretary has written to new employees to Cafcass as part of our plan to reach out to members and potential recruits.

**5. Workloads.** Workloads continue to be a major issue with staff consistently working for longer hours than they are paid for. Preliminary meetings have taken place to develop a new tool to assist in the allocation of work. One of the potential positives of the proposed new scheme is that it will take account of members upcoming leave arrangements and future work-related commitments relating to report writing and Court attendance. It is also anticipated that the scheme will provide greater clarity on the geographical location of cases in relation to practitioners' home and office base. These are both things that are members have been wanting for some time.

**6. Litigants in Person.** This issue has continued to cause significant extra work and difficulties for practitioners, with extra enquiries from parties and time at court.

**7. Pay Claim 2018-2019.** The Strategic Pay Review agreed previously has not been realised and is not likely to be now. This year the pay award of only 1.16% was imposed by Cafcass without consultation with the trade unions. This was both a disappointment and an insult, especially when compared to the 2.5% that social workers working in local authorities received. Cafcass said that they wished to award 2% and could afford to do so. However, they were prevented from doing this because of Ministry of Justice restrictions.

# Campaigning Committee

## MEMBERS:

Anne Burrell (Thames Valley)  
 Su McConnell (Napo Cymru)  
 Ruth Oval (Western)  
 Kate Smith (East Midlands)  
 Terry Wilson (London) Committee Chair

## OFFICER:

Jay Barlow / David Raho (Vice-Chair)

## OFFICIAL:

Tania Bassett (National Official)

## ADMINISTRATOR:

Taytula Burke

**1. The Committee has met three times** this year to work on the motions passed at AGM 2018 and appointed Terry Wilson as chair of the committee. 2019 has seen a major shift in policy for probation going forward. Napo remains the biggest influencer at a political level and have been working closely with the MoJ and HMPPS to stabilise the service. We will continue to campaign for a reunified probation service in the public sector.

### Work on Napo Resolutions.

**2. Reunify Probation.** Following the announcement on May 16th 2019 we are one step closer to a reunified probation service. However, we will continue to raise our concerns about interventions being separated and put out to tender once again. Napo will work closely with our political allies from across all party's as well as with stakeholders. Napo is a key member of the probation alliance alongside academics, sister unions and other criminal justice organisations. The committee delivered the 8 reasons campaign and political drop in day at parliament.

**3. Reconstituting Probation.** As with the above motion, Napo has worked tirelessly over the last year to promote a vision of probation going forward. Napo wants to see a reunified probation service within the public sector and out of the civil service. Probation needs to be localised and responsive to local needs and communities and to be flexible rather than centrally driven. A local service can develop the principles of social justice and move away from a punitive approach to probation supervision.

### 4. An independent SFO investigation process.

There has been a significant increase in SFO's since TR was implemented. This, alongside changes in the coroner's court has resulted in more members having



to attend inquests and facing disciplinary action. Napo is campaigning to see an independent body to have oversight of SFO investigations. The approach by HMPPS is overly punitive and does not address the issues of workloads and adequate training. There is no transparency for the public and CRC's are still investigating their own SFO's which Napo believes is unacceptable. Meetings between Napo and Sonia Crozier to look at this specific issue have been taking place as well as Napo working with the MOJ to produce guidance for members.

**5. Pause and Fix OMiC.** Napo has been calling on the MOJ to halt OMiC and focus on getting probation stabilised before bringing in another major reform. At the time of writing this report Napo is about to enter a joint dispute with the POA regarding concerns about role boundaries within prisons being blurred. Napo will continue to make representations to the MOJ on this issue. Staff shortages are real issue across England and Wales and Napo believes OMiC will have a negative impact on the ability to deliver a service and probation should be community based.

**6. TR - All Change.** As with Resolution around Reunify Probation, Napo remains committed to bringing 100% probation back into the public sector. Since last year's AGM the policy on the future of probation has already changed. Napo is optimistic that we can collectively get the MOJ to reverse plans to tender interventions. There is widespread support for our campaign both politically and across stakeholders.

**7. The Grayling Effect.** Napo has become aware of a number of campaigns to unseat current Conservative MP's. As a none-affiliated union we would ask members to contact these groups should they wish to campaign against Chris Grayling. You can contact Napo HQ for more details.

**8. The Committee is due to meet once before AGM 2019.** We are currently writing a survey to members about their experience in the NPS and the CRC's to help us form a better of idea of where probation needs to go in order to get the best service for clients and staff. We have also launched a pay parity campaign to ensure that all probation staff are paid equally for the hard work that we do. There are signs that CRC's are also putting pressure on the MOJ to fund so that they reduce the risk of losing staff to the NPS.

**9. Parliamentary Campaigning.** Napo has had a supportive response from a much wider political audience including the Justice Select Committee Chaired by Conservative MP Bob Neil. As such we will continue to campaign to achieve 100% reunification via our political allies. However, in the current climate with the UK leaving the EU and a new Prime Minister windows of opportunity to meet MP's before 31st October will be limited. Tania Bassett National; Official sits on the Justice Unions Parliamentary Group which gives Napo a unique access to MP's from across parties. Should a General Election be called Napo will provide all parties with a copy of a Probation and Family Court Manifesto indicating our aims and vision for the future.

# Editorial Board Probation Journal

## MEMBERS:

Nicola Carr (University of Nottingham) Editor  
 Emma Cluley (Cheshire and Greater Manchester)  
 Managing Editor  
 Steve Collett (Merseyside/Retired)  
 Jackie Craissati (Psychological Approaches) (Co-opted  
 2017, Resigned July 2019)  
 Olivia Henry (Western)  
 Peter Marston (Cumbria and Lancashire) Book  
 Review Editor  
 Shelly-Anne McDermott (Independent)  
 Fergus McNeill (University of Glasgow)  
 Jake Phillips (Sheffield Hallam University)  
 David Raho (London)  
 Gwen Robinson (University of Sheffield)

## OFFICER:

Keith Stokeld (Vice-Chair Finance)

**1. Editorial Arrangements.** Oversight of the editorial process is shared between Nicola Carr (Editor) and Emma Cluley (Managing Editor), backed by an experienced and committed board membership. The Editor chairs the board meetings, provides the written feedback to authors regarding publication decisions, and copy edits articles for production. The Managing Editor oversees the submission of articles, deals with general enquiries, organises the board meetings and liaises with the publishers and authors during the publication process.

## 2. Usage

- There were 74,883 total downloads of PJ articles in 2017, which is an increase from previous years. The proportion of paid usage of the journal remains stable, and the Probation Journal performs well above the average when compared to other Sage titles.
- In 2018 (YTD) there were 54,177 downloads. This figure is comparable with the previous year's figure at the same point in time.
- The most downloaded article in 2017 was 'Restorative justice: Changing the paradigm' with 1,794 downloads. (\* 2018/19 figures are awaited from the publishers)

**3. Sage Partnership.** The relationship with Sage Publications remains extremely positive and regular meetings are held with Sage's production team. Sage actively promotes the Journal both nationally and internationally and has given it access to markets which it would be difficult to reach without an internationally respected publisher. It is already read in more than two dozen countries worldwide, and the income and profile of the Journal has continued to increase as a result of Sage's international marketing.



There were 82,047 visits to the Probation Journal web-page in 2017 from 174 countries, collective viewing 141,710 pages. The royalty earned by the Probation Journal in 2017 was £42,623 and in 2018 £44,909.

**4. Board Meetings and Board Composition.** The editorial board continues to meet every three months and remains a very strong and highly committed team. One of the co-opted members (Jackie Craissati) resigned in 2019 and we will now seek to recruit another co-opted member with the requisite skills to serve on the board. There is a decent geographical spread in terms of probation representation and the location of board meetings is scheduled to reflect this. Including the editors, the board now comprises of probation practitioners, managers, senior academics, and a former Chief Officer. The board membership includes staff working in both the NPS and CRCs. We recently reviewed the composition of our International Advisory Board consisting of expert practitioners and academics worldwide. Peter Marston has responsibility for book reviews. There is a good gender balance amongst the board members but BAME members remain under represented.

**5. Journal Contents and Copy Flow.** The Journal continues to receive a high number of good quality papers from across the world and usually has a waiting list of a year between acceptance and publication. However, the policy of prioritising topical papers means that articles on pressing current issues are still published relatively quickly when compared to many other journals, and articles appear on-line well in advance of the hard copy publication.

**6. The Journal aims to produce articles of the highest academic quality whilst retaining their relevance to probation practitioners.** This sets it apart from other criminal justice related publications. Over the last year, the published articles have covered a wide range of topics, including: Attachment-based concepts and supervision; mental health screening; the assessment of protective factors and restorative justice. In March 2019 we published a special issue on the continuing impact of Transforming Rehabilitation reforms: 'Five years of Transforming Rehabilitation: Markets, Management and Values.' The special issue was launched at an event in Liverpool John Moores University in March 2019, which featured speakers from the National Audit Office, local NAPO representatives and contributors to the special issue.

**7. The best paper prize for 2018** was awarded to Rob Canton for his paper: 'Probation and the Philosophy of Punishment'. This was formally announced in the June 2019 edition of the journal and a podcast, which will be made available on the journal's website in the autumn is currently in preparation.

**8. The Journal continues to be committed to engaging** with practitioners and the issues that concern them. The practitioner response section of the journal continues to be an important part of this strategy and appears to have been well received by practitioners.

**9. Issues in Community and Criminal Justice.** The ICCJ is edited by Steve Collett (Series Editor) and Emma Cluley (Managing Editor) and overseen by the full Journal Editorial Board. An ICCJ issue (No. 10) was published in 2018 on the topic of mentoring: 'Crossing the Bridge: From Offender to Probation Worker.' A further issue will be published later in 2019 on the Learning Together programme in the community.

**10. Concluding Comments.** The Probation Journal continues to reflect and enhance Napo's reputation as a professional association to good effect. The main objective of the editorial board over the coming year is, as ever, to meet the needs of the Journal's diverse readership with high quality and accessible papers. It aims to link research and theory to the realities of practice, and to cast an informed and critical light on the rapid changes affecting the criminal justice system. Sage and NAPO have carried out a survey of the journal's readership in 2019, and the results of this survey will be used to inform future development. The editorial board welcomes comments, suggestions and submissions, and is always willing to discuss submissions with potential authors.

# Equal Rights Committee

## MEMBERS:

Lisa Pace (The Four Shires)  
 Angela Thompson (Staffordshire and West Midlands)  
 Graham Wilkinson (West Yorkshire)

## OFFICER:

Iqbal Bhogal (National Vice-Chair)

## OFFICIAL:

Ranjit Singh (National Official)

## ADMINISTRATOR:

Shireena Suleman

**1. Three members were signed up to Equal Rights Committee.** However, it has not been possible to hold an initial meeting of the committee. Ongoing work relating to this committee, and the one motion allocated to Equal Rights Committee has been carried out by the Link Official and Officer.

### Work on AGM Resolutions.

**2. Disregard for Staff with Disability.** This Resolution addressed the consequences of the increasing use of teleconferencing and, in particular, its impact on staff with hearing loss. The motion requested that Napo raise this issue with the NPS and undertake the following: investigate how teleconferencing has been rolled out with total disregard for staff with a specific disability covered by Equalities legislation; request that the employers identify those staff likely to be marginalised by teleconferencing and ensure provision of alternative communication methods or appropriate support during teleconferencing; clarify

when videoconferencing/Skype will be introduced to replace teleconferencing. The issues identified in the resolution have been both raised with the NPS Equality Team directly and via the TU Engagement Meeting. The employer has provided Napo with a response, but we do not believe that the response provided has addressed the issue sufficiently. At the time of writing we are seeking to get further re-assurances that staff with hearing loss will not suffer a detriment as a consequence of this new approach to working and holding meetings. Moreover, Napo has requested that an Equality Sub Group is established as part of the NPS JNC, so going forward issues like this or similar issues can be identified and addressed at an early stage.

**3. TUC Conferences:** Napo was fully represented at the TUC Equalities conferences (Black Workers' Conference, Disability Conference and the LGBT Conference). Napo put forward a motion to the Black Workers' Conference on Unconscious Bias and its consequences.

**4. Race:** Napo alongside our sister union, UNISON, have established a working group that includes the NPS, CRCs, the Staff Networks and the Trade Unions. The original remit of the working group was to design, and carry out a survey of black staff working in Probation. However, we have now agreed to broaden the remit to discuss matters that affect black staff and specifically how the Lammy Review recommendations can be progressed across the NPS and CRCs. In addition, Napo is holding a race awareness course as part of Black History Month in October.

**5. Disability:** The HMPPS and DAWN – the disability staff network have developed a Workplace Adjustment Passport and supporting guidance, which can be used by disabled employees to record all workplace

adjustment requirements agreed with their line manager. Napo welcomes this development and is actively encouraging members to engage with this initiative. The Workplace Adjustment Passport is not mandatory and it is down to the staff with a disability if they wish to have one. By having a workplace Adjustment Passport it is hoped that this will break down some of the barriers staff with disabilities face and also assist the line manager in managing workplace adjustments.

**6. LGB&T:** As part of LGBT history month in February, Napo hosted a series of roadshows around the country raising awareness of issues affecting LGB & T service users and staff working in probation. Napo worked with senior leaders in the NPS and CRCs, and delivered the roadshows alongside PiPP, the LGBT Staff Network covering probation. The roadshow was launched in Newcastle, we then visited Manchester, followed by Birmingham and finished in London. At the London event we were privileged to hear from Mike Lloyd, one of the founders of LAGiP (Lesbian and Gay in Probation).

To mark the 50 year anniversary since Stonewall and as part of Pride celebrations, Napo held an LGB & T awareness course on the 28 June.

**7. Equality Courses:** Following a long pause due to budget constraints, Napo's suite of equality courses for members and reps are again been delivered. There are four courses: a general equalities course and a specific course covering three specific equality strands i.e. Race, Disability and LGBT & T. These equality awareness courses are for members and branch activists. On completing the course learners will be able to recognise key elements of an equality and diversity policy to ensure that employers get it right.

## Women in Napo

**8. Women's occupational health seminar,** November 2018. Speakers included academics from Kings College London talking about the results from a survey of Napo women's health and safety at work, which focused on women's premenstrual experiences, and the menopause at work. Other speakers included Andrea Oates, freelance journalist, author of Labour Research Department booklet 'Women's health and safety at work' and Andrea Manson, Senior Health & Safety Advisor (NPS) who spoke about how to manage stress at work.

**9. Women in Napo** "Time for Change – Let's get active!" bi-annual conference, London, April 2019. Nearly 100 women members attended the 33rd Women in Napo conference, which was organised in conjunction with the Napo London branch. A number of the advertised speakers cancelled shortly before the conference partly because of the turmoil in probation services caused by publication of the National Audit Office probation progress report, the HMPI/Dame Glenys Stacey report, Working Links going into administration and Interserve going into pre-pack administration. Brexit also had an impact and we received apologies from Diane Abbott MP the evening before WiN conference. Delegates were disappointed that the advertised line up of speakers were not in attendance. However, they enjoyed listening to those who stepped in at very late notice to be part of the probation panel debate; including Becky Hart, NPS Operational Lead – Director General's Office, Mary McFarlane, Director/Vice-chair Probation Institute and Patricia Johnson, chair of Napo London branch. We also heard from Nicola Smith, Joint Head of Equality and Strategy at the TUC and Sophie Linden, Deputy Mayor for Policing and Crime in London. The workshop leaders were Susan Murray, visiting TUC tutor who led a workshop on occupational stress, Katie Lomas, National Chair on our ACTIV8R campaign and Nicola Harding, criminologist at Lancaster University on how the probation system fails women clients. The conference brought in new activists as many of the members at the conference had not attended a Napo event previously. Coming at a crucial time in Napo's history, the conference had a sense of excitement and purpose.

**10. Equalities Statement:** Equal Rights Committee has overall responsibility for the development and governance of all issues relating to equality and diversity at Napo. Its work over the past year is included in the Equal Rights Section of the Annual report and as such is not repeated here.

# Family Court Committee

## MEMBERS:

Peter Brooks (London)  
Catrina Flynn (London) – Family Court Journal  
Steve Hornby (North West) Committee Co-Chair  
Nicki Kenney (West Midlands) Committee Co-Chair  
Brian Kirby (Eastern/Retired) Co-Editor Family Court Journal  
John Mallinson (South West) Co-Editor Family Court Journal  
Harvey Nightingale (East Midlands)

## OFFICER:

Jay Barlow (National Vice-Chair - Cafcass)

## OFFICIAL:

Sarah Friday (National Official)

## ADMINISTRATOR:

Jacqui Paryag

**1. Meetings.** The Committee has met on four occasions during the year. These meetings have been shared with the Section Executive Committee to save on travel costs and to share information.

**2. In line with our motion from AGM 2018** we have held meetings in various parts of the country in order to facilitate members joining in part of the meetings. We have, therefore, held meetings in Manchester on 15/11/2018, in Croydon on 31/1/2019, in Coventry on 4/4/2019 and Sheffield on 12/6/2019.

**3. In line with our motion from last year** to reconsider the format of the Family Court Professional Conference, we have a planned day to combine the Section AGM and the Professional Conference on 17th September. As usual, most of the work of the Committee has focussed on planning for this. This year our conference theme is “Working Towards a New Model for Supporting Families in Crisis”. At the time of writing we are still waiting for confirmation of speakers but are hoping for an inspiring day as we have come to expect.

**4. Unfortunately, it was only possible to produce one edition of the Family Court Journal last year.** This was as a result of personal circumstances of the co-editors. However, the Journal that was published was of a high quality and covered a number of topics. We have funding for two editions this year and are hoping to achieve this. The Family Court Committee have focussed on the means to obtain a variety of articles from various sources including academics and other family court related professionals.



# Health and Safety Committee

## MEMBERS:

Samantha Clark (Cheshire & Greater Manchester)  
 Ann Cruse-Stoddart (West Yorkshire)  
 Amanda Fisher (West Yorkshire) Co-Chair  
 Nicki Kenney (Family Court Section) Co-Chair  
 Peter Halsall (London)  
 Sue O'Mahoney (Kent, Surrey & Sussex)  
 Helen Banner (Napo Cymru)

## OFFICER:

Iqbal Bhogal (National Vice-Chair)

## OFFICIAL:

Sarah Friday (National Official)

## ADMINISTRATOR:

Shireena Suleman

### 1. AGM 2018 Resolution 25 "Healthy Workplace?"

The Committee met in May when they discussed how best to action this Resolution. The Committee agreed to write to members reminding them of the importance of reporting accidents and incidents and to write to NPS safety representatives to let them know that they can if necessary escalate unresolved H&S issues to the National NPS Health and Safety committee. The committee also agreed to review the Napo foreseeability notice and to send this out to distributors and to branches along with stress at work leaflets and posters.

### Other Napo health and safety work

**2. Wellbeing.** Napo took part in NPS/HMPPS wellbeing events at HMP Kirkham and London HMPPS.

### 3. Napo safety representatives training

- **a. Probation safety reps.** A three-day training course was held in July for reps based in London and the South East. The HSE inspector for probation attended this meeting and spoke about a series of visits he had carried out to probation workplaces in the Midlands and some surrounding areas.
- **b. Family Court safety reps.** Training courses were held in February and July. As a result the section now have eight safety reps which means it will be easier for the FCS to cover safety inspections.

**4. CRC health and safety.** The difficulties we have had since the CRC/NPS probation split of not being able to monitor H&S standards at national level across the CRCs is still un-resolved. The HMPPS have not been

able to get all the CRCs to the table and efforts to do this via the HSE were halted upon the announcement of the future model for probation. However, the chair of the NPS H&S committee has recently agreed to write to the CRC contract monitoring officer to ask them to organise this meeting.

**5. Napo Website.** The H&S recourse section and all accompanying documentation has been updated.



# Probation Negotiating Committee

## MEMBERS:

Jenny Aston (Staffordshire West Midlands)  
 Esther Barton (South Yorkshire)  
 Dave Bellingham (East Midlands)  
 Ann Cruse-Stoddart (West Yorkshire)  
 Natalie Dimbleby (The Mercia)  
 Patricia Johnson (London)  
 Sue O'Mahoney (Kent Surrey Sussex)  
 Dino Peros (South Southwestern)  
 Mike Quinn (East Coast)

## OFFICERS:

Katie Lomas (National Chair)

## OFFICIALS:

Ian Lawrence (General Secretary)  
 Dean Rogers (Assistant General Secretary)

## ADMINISTRATOR:

Annoesjka Valent

The Committee carried one vacancy in Bands 1-3, one vacancy in Band 4 and one vacancy in Bands 5+. It met in November, March, May and August since the last annual report was written. The below items were discussed at meetings and this incorporates updates by Link National Official for their respective CRC owners.

## 1. NPS Probation Pay Reform 2018-2020:

### SUMMARY OF THE OFFER:

#### A - Immediate payments:

- 2 year deal covering 1st April 2018 to 31st March 2020 – with payments backdated to 1st April 2018 and 1st April 2019.
- Fully consolidated minimum increase for all staff of at least 3% including those on their band maxima over the two years of the deal.
- Additional non-consolidated payments making the value of the award worth at least 6% over the 2 years of the deal.
- An additional non-consolidated payment of £300 for all staff in recognition of late payment in 2018 and non-payment of any award in 2017-18
- All pay, including non-consolidated elements is pensionable.
- The offer specifically did not cover London Weighting or MFS – these need to be the subject of on-going joint review, although Napo expect the MFS issues to be resolved at least going forward by the increases for staff currently in post.

#### B- Restructuring of the Scales:

- Pay Band 1 restructured to recognise the Living Wage, increasing £17764 with 2 pay steps by 1st April 2020
- Pay Band 2 moves to a scale of £17,934 to £22,257 from 1st April 2019, with 5 steps



- replacing the current 23.
- Pay Band 3 moving to a scale of £22,261 to £28,200 from 1st April 2019, with 5 steps replacing the current 23.
- Pay Band 4 moving to a scale of £29,038 (as now) to £37,174 from 1st April 2019, with 5 steps replacing the current 23.
- Pay Band 5 sees a scale of £36,084 to £41,021 from 1st April 2019, 5 steps replacing the current 15.
- Pay Band 6 has a 4% consolidated increase on the max instead of 3%. It's new range from 1 April 2019 will be £39,427 to £49,016.
- Pay Bands A, B and C are also covered by the deal in a unified NNC/SCOOG deal for the 1st time.
- The deal included recognition of the need for a review of Manager grade roles and pay rates. This joint exercise will take place during the period of the award.
- Progression through the points will be linked to a new Competency Based Framework (CBF) currently being developed in partnership with unions.. Progression in April 2020, year 3 of the deal and technically outside of the remit is guaranteed (meaning all staff in post will either be at the max or three steps higher than they currently are by the time the CBPPF could impact on pay). The CBF will be aligned to the new national professional standards mentioned in the Government consultation document which Napo is also influencing.
- These consultations are being facilitated by additional union time, as part of the deal. If no agreement has been reached about the CBPPF by April 2021 then progression may not happen but the terms of the agreement commit all sides to working to achieve this implementation. The wording of the agreement will also echo the terms of the NHS agreements around competency based progression which says unless people are evidentially under-performing then they would expect to progress. There is explicitly no additional link to discipline or behaviour.

Following a ballot period, Napo's ballot result being 1825 accept v 53 reject, the pay offer was accepted,

the GMB as well as UNISON also voted to accept.

**2. Pay Unity Campaign.** The offer only applied directly to the NPS. This immediately amplified the different terms and conditions that had arisen since TR – in particular in relation to essential central issues such as pay, maternity leave provisions and pensions.

With the collapse of Working Links and the imminent transfer of operational staff to the NPS in Wales; followed by serious issues in Interserve; and significant recruitment and retention challenges across the whole of probation, the added complication of an unstable pay market becomes critical.

Napo have therefore launched a #PayUnity campaign, where we are arguing that Government invest now to stabilize the pay market and harmonise the NPS and CRC pay frameworks, along with other critical terms such as maternity pay. The campaign highlights that this is a vital transition measure that has a direct impact on workforce stability.

At time of writing we have been lobbying key MPs (e.g. JSC, PAC), seeking co-operation from CRC leaders; and are preparing to ask members in both the NPS and CRCs to lobby their MPs over the summer recess and Conference season.

**3. Notice Pay Challenge.** In March Napo took a test case to an ET, relating to the MoJ's interpretation of contractual notice pay. Since November 2016 they had been denying notice pay at full pay where someone was on half or nil pay at the point of their exit (e.g. early retirement, ill health retirement, capability, etc).

Our frustration with this interpretation was increased by the continuing challenges with operating HR processes, such as applications for ill health retirement, in a fair, reasonable or timely manner. This meant it was almost inevitable someone would be on reduced pay if exiting the NPS in these circumstances.

Napo won the ET. At the time of writing we are hoping that the NPS will accept this outcome and not appeal. We expect at least 20 members to benefit from this victory directly and many more over the months and years to come.

**4. Ongoing HR Process issues,** including PAYE.

Over the year PNC have regularly discussed the high number of members who continue to suffer from

PAYE and HR processing errors – including over and under payments. In 2019, this reached a new peak with many members receiving demands for alleged overpayments relating back to previous payroll errors that everyone had thought had been resolved.

At time of writing, discussions around these systematic failings continue and Napo are raising the loss of trust and confidence in these systems with Ministers, as they must inevitably impact upon confidence in how safely staff from CRCs can be absorbed into the NPS.

Napo are also compiling evidence relating to a growing number of problems being identified by staff, relating to the management of their data – including significant data losses that have surfaced from the closure of Trusts and creation of the NPS.

## 5. CRCs Negotiating Items.

### a) Kent Surrey and Sussex CRCs/Seetec (including ex-Working Links owned CRCs)

#### Pay

Sadly, it did not prove possible to make any progress whatsoever in terms of securing an acceptable position on pay. We were strongly critical of the employer who has not only failed to understand the dreadful position that they have inherited, but have not provided us with information that we are legally entitled to and who also apparently lack the authority to actually negotiate an acceptable outcome.

Moreover, we said that the Probation U-turn has markedly changed the longer-term approach to pay reform that the employer envisaged. The unions are demanding that urgent remedial action be taken NOW to establish pay parity across the whole of the extended CRC, and redress inadequate pay rates following the imposition of a pay award to staff in the original KSS area last year.

The employer has undertaken to reply to the Unions by the middle of the week and we will issue further news as soon as it becomes available. Meanwhile, we have put the employer on notice that in the absence of a positive response we reserve the right to move to a dispute

Napo, UNISON and GMB submitted a Joint Pay Claim to the KSS CRC in April 2019.

The pay claim sought pay parity with the National Probation Service from 1 April 2019 with a minimum increase for all staff of at least 4 %.

NPS Staff received a minimum 3% pay increase in both April 2018 and April 2019 as part of pay reform package with many NPS staff actually receiving significantly larger increases, leaving most KSS CRC staff substantially worse off than their NPS colleagues. This is against a backdrop that has seen the value of pay for staff now employed by KSS CRC decline by 28% since 2010 when compared with annual pay awards against the Retail Price Index (RPI) for this period.

Napo, UNISON and GMB felt that our claim was therefore a reasonable estimate of the reward that staff deserved for their dedication, skill and hard work during a most difficult period following the implementation of Transforming Rehabilitation and especially those employees who went through the disastrous tenure of the former Working Links regime.

Despite every effort by the trade unions to engage in meaningful and properly informed negotiations, KSS CRC have failed to play their part by refusing to release the required data to inform negotiations until they had decided to unilaterally impose the sub-standard pay offer which gave the unions no opportunity to consult with our members. The final 'offer' that was received falls a long way short of the claim, leaving most staff significantly worse off than their colleagues working in the NPS. The situation has been compounded by the fact that KSS CRC also imposed two-year pay award on the staff employed by them before they assumed responsibility for the regions formerly covered by the Working Links CRC

The latest imposed pay award has been explained by the employer in the correspondence that you should have received in the dispute special bulletin from the trade unions earlier this week.

#### What's going on elsewhere on Pay?

The KSS CRC imposed 'final offer' therefore falls well short of the current rate of inflation and does nothing tangible in reducing the length of the pay bands which remain far too long. In pay negotiations elsewhere with CRC providers (such as Sodexo) members are about to be consulted on a pay reform package that will reduce the number of pay points in each pay band significantly by April 2020 so it's seriously

disappointing that KSS CRC and their SEETEC backers have not adopted a similar approach.

Elsewhere, members in the Interserve CRC's are also being consulted on their willingness to take industrial action in support of securing a decent pay offer.

This is why the three trade unions within KSS CRC are recommending that members formally record their objection to the imposed pay awards and indicate their willingness to take industrial action in attempting to improve the situation.

### **b) Interserve CRCs - pay**

The 2018-19 award was paid in February 19 and was back dated to April 18 and gave 1% to all those not at the top of the pay band, 1.5% increase for all and removal of pay band 1.

The joint union (Napo and UNISON) pay claim for 2019-20 was submitted in March 19 for a minimum 3% increase for all Interserve CRC employees to be achieved through the payment of an annual increment on 1 April, restructuring of the pay spine and an unconsolidated payment if necessary.

Interserve said that they wanted to try and meet the aspirations of our claim, but would not be able to do much more than this due to CRC financing combined with the impact of the the financial crisis of the parent company on Interserve CRCs.

After a series of negotiating meetings Interserve made their final offer:

- Payment of the contractual increment for those not at the top of their pay band from 1 April (this was paid in May, back dated to April).
- A 1% cost of living increase
- Deletion of the bottom two pay points for Bands 2, 3, 4, 5 and 6.

Because this is a long way short of our pay claim and leaves most of our Interserve CRC members significantly worse off than their former NPS colleagues, we put the offer to a consultative ballot of our members - with a recommendation to reject.

92% of Napo members voted to reject the offer. At the time of writing this report we await a meeting with Interserve to discuss the ballot results and to hear what if anything the company can offer to avoid us

proceeding to a formal pay ballot of members asking them whether they want to take strike action/action short of strike action to improve the Interserve pay offer.

### **c) Sodexo CRCs**

#### **Pay:**

Napo and Unison have now held a number of further meetings on pay with Sodexo since the last NEC, with the next scheduled meeting planned to take place the 14 June. We have made some significant progress in these talks and discussions have been constructive. Sodexo have taken on board the importance of delivering pay reform in these talks. However, we are still not able to fully share proposals until we are confident that they will meet the expectations of members. Our main aims in these talks are to secure pay reform and pay parity with the NPS.

Napo and UNISON submitted a Joint Pay Claim to Sodexo in March 2019. The pay claim sought pay parity with the National Probation Service from 1 April 2019 with a minimum increase for all staff of at least 3%. NPS Staff received a minimum 3% pay increase in both April 2018 and April 2019 as part of a pay reform package, with many NPS staff receiving significantly larger increases.

A series of negotiating meetings have taken place since the claim was submitted. These meetings adopted a constructive approach, and while the final offer does fall short of the claim, Napo and UNISON both feel able to recommend this offer as the best that can be achieved by negotiation. The offer covers all six Sodexo CRCs and provides for significant pay reform of both the NNC and SCCOG pay Bands.

#### **NNC**

Bands 2, 3 and 4 will be reduced from 20 pay points to 15 pay points from 1 April 2019 and to 7 points from 1 April 2020

Band 5 will be reduced from 14 pay points to 10 pay points from 1 April 2019 and to 5 points from 1 April 2020

Band 6 will be reduced from 19 pay points to 15 pay points from 1 April 2019 and to 7 points from 1 April 2020

**SCCOG**

- Band A will be reduced from 22 pay points to 19 pay points from April 2019 and to 7 pay points from April 2020
- Band B will be reduced from 25 pay points to 10 pay points from April 2019 and to 6 pay points from April 2020
- Band C will be reduced from 25 pay points to 12 pay points from April 2019 and to 8 pay points from April 2020
- Band D will be reduced from 28 pay points to 11 pay points from April 2019 and to 8 pay points from April 2020

These changes will significantly reduce the time to progress through each pay band and the value of progression will be larger than in the current structure. As a result Sodexo want to introduce a way of linking progression to competence in a role. Napo and UNISON have made a commitment to enter into negotiations on the introduction of a competency based pay progression framework.

The offer provides that all staff will receive an increase of 2% from 1 April 2019 as a result of moving to a new pay point or through an unconsolidated payment or a combination of the two.

There is also a commitment from Sodexo to enter into negotiations for a cost of living increase from April 2020.

Both Trade Unions are now recommending acceptance of the offer but if you wish to reject the offer please indicate your willingness to take industrial action to seek to improve the offer. The Consultation process will start on or around 29 July and close at 5 PM on 23 August.

**Workloads:**

The unions have been advised that the Workload Management and Prioritisation Framework (WMPF) that was nationally negotiated has been amended by the employer to accommodate changes that have since arisen with the development of the Workload Measurement Tool (RAMP2). These changes will be discussed at the next scheduled Pan CRC meeting to ensure that the policy is still compliant with what had been agreed with the unions previously.

During Stress awareness month in April the employer and the unions launched a joint campaign to promote stress awareness and advising staff what steps can be

taken to identify and deal with stress in the workplace. This advice included directing staff to Napo's website and our Health and Safety advice on how to deal with workloads. During the campaign all managers were briefed on how to ensure workload measures are shared consistently and are supported by the workload priorities and management framework. The campaign was also used to trial the new workload measurement tool called RAMP2. We are currently in negotiation with the employer to agree the timings and once the tool becomes fully operational, we shall continue to monitor, review and evaluate its ability to address excessive workloads.

A further meeting of the Workloads subgroup was held on 14 May 2019. A detailed demonstration of RAMP2 was provided at the meeting. We are confident that it will be effective. However, it is still the case that the unions have not agreed the timings presently used in the tool and we are currently negotiating on this issue. Once negotiations on timings used to populate the tool have concluded we will then go on to consult with local reps and members.

**d) Durham Tees Valley CRC****Pay:**

Please see below the main terms of the pay offer received from Durham Tees Valley CRC. Branch representatives from DTV have been fully engaged in the negotiations and have signalled their willingness to accept the offer and are keen to start the ratification process which they need to complete by the 7th December, to ensure that payment is paid in the December payroll.

DTV has made a commitment to work collectively with the Trades Unions and jointly make representation to the MoJ to achieve a pay settlement that mirrors the current NPS pay deal going forward as part of the TR2 Contract negotiations.

Main terms of the DTV Pay Offer 2018/19 and 2019/20 is as follows:

A two year pay offer covering 2018/19 (Year 1) and 2019/20 (Year 2) which provides a guaranteed minimum award of 2% each year. This is 4% in total over the two years. The claim will be backdated to April 2018.

This two year pay award on offer makes a commitment to increase salaries by 2% (via two increments) per annum for all eligible colleagues

still progressing through their respective bands. For the same period, DTV colleagues at the top of their pay band will receive a one-off lump sum (non-consolidated but pensionable) payment equivalent to 2% per annum.

### Conclusion

This is the best and final offer from DTV CRC and we believe it is the best that can be achieved through our negotiations. The full response to Napo & UNISON pay claim is included as an attachment it also includes further details of the pay offer that is available.

There are issues around mileage claims. The employers are exploring to pay tax implications due to rural nature of area.

### e) MTC – London and Thames Valley

#### Pay:

MTC made a pay offer in November 2018 but then withdrew it after Amey pulled out of their partnership. A subsequent offer was put to union in August 2019, which at time of writing hasn't been put to consultation.

In the meantime, unions discussed at length the need for MTC to invest in matching the NPS pay reforms, and there was recognition this could only reasonably be achieved with investment from the MoJ in the contracts, especially after it was clear most the core probation work would be transferring to the NPS in 2020-21 – removing any incentive for MTC to invest their own shareholders monies in long term reform.

MTC have proposed a series of initiatives to help recruit and retain more staff across London and Thames Valley where the problem continues to undermine workloads and performance. Recruitment and retention is seen to be at a critical level, especially amongst probation officers.

### f) RRP: Staffordshire West Midlands and Derby, Leicestershire, Nottinghamshire & Rutland.

At the time of working this report Tania Bassett National Official is due to meet with Adam Hart the CEO of RRP to discuss plans for RRP moving forward. In a recent teleconference to staff Adam made it clear that RRP had every intention of looking at the model closely to see if they wish to bid but also

seemed optimistic that they would want to remain in the probation service delivery system. Whilst this possibly offers some staff a level of security RRP has just finished yet another round of redundancies. So far since the contracts were mobilised RRP has carried out a redundancy exercise every single year. A key issue for RRP members currently is excessive workloads, which has been raised by HMIP repeatedly, and a culture of oppressive bullying of staff. There are also significant professional issues. The organisation continues to employ SPO level managers that have no probation qualification and are now instructing administrators to allocate cases.

### g) WWM CRC: Warwickshire West Mercia

WWM continues to create very difficult working relationships with the branch. The CRC so far seems more comfortable speaking to national officials rather than engaging on a local level which is frustrating. Tania Bassett link Official is working to improve the relationship between both parties and met recently with the CEO Dal Vassey to look at the CRC's future plans and to raise branch concerns. A key issue for members in both unions is that of bullying and oppressive working environments, something the CEO seems to deny but will shortly be presented with a paper outlining concerns at the JNCC. As a small CRC the organisation is likely to be impacted on significantly by 10 members of staff moving to the NPS shortly. The CRC already has staff shortages and is struggling to recruit.

## 6. NPS Negotiating Items:

### a) Privatisation of NPS Approved Premises Double Waking Night Cover.

Siobhan Foreman (Vice-Chair) dialed into the meeting held on 6.6.19 it was a lengthy meeting and she has highlighted below some of the issues discussed.

### i. Approved Premises – Directory and Performance.

A new AP's new Directory & Performance document was presented. The North East area were commissioned by HMMPs to undertake three pieces of work to include a National AP directory (where AP's are situated around the country) National AP Dashboard which will include a Public Protection Matrix, Rehabilitation, Independent Living and a tool designed to see how each Division is performing based on the



RAG (Red, Amber Green) system. This will be rolled out nationally within the next 6-months. A resident's entry and exit survey will also be introduced. Copies of the slides are available on request.

### **ii. Transition of Approved Premises to Community Interventions**

The process to transfer AP's to community interventions is ongoing. Assurances were given to the meeting that AP staff will remain part of the NPS and their T&C's unchanged. All operational AP staff will move over to report to Sue Taylor. Finance are currently working on separating out the funding for the new division. She confirmed that communications are critical especially for staff and she requested TU's assistance with in ensuring this occurs.

TU's reminded the meeting about the need for clear and detailed communications to staff. It was also confirmed that the Public Protection Group is part of our Community Interventions Directorate. Sue Taylor confirmed that BASS is part of her responsibilities. It is hoped that this transition will be completed prior to the probation reforms being introduced.

### **iii. Double Waking Night Cover (DWNC)**

Confirmed that this was implemented last year and that performance is not consistent across of the county. OCS has the contract for the South and Sodexo for the North. The north is now working as BAU with a consistent level of service around 98%. The South is not in the same position and requires improvement as its not at the level we would expect around 75%-88% The contracts are led by Moj Estates –and a number of actions have been put in place including, weekly management calls and tracking progress. Work is ongoing to reclaim monies for missed shifts.

TU's expressed their concerns about the ongoing contracts and provided some examples of very poor practice, lack of training and some OCS and Sodexo staff not having a good understanding of the requirements of the role. In addition, there appears to be an absence of H&S training including suicide and self-harm among OCS and Sodexo staff.

All these issues place additional pressure upon NPS staff particularly when dealing with an incident during the night. Confirmation of a training plan to be developed which will include DWNC staff. The NPS is contractually obligated to offer 5 training days per year. Mandatory training to be identified TU's stated their position that contracts should cease and DWNC

being provided 'in house'

### **iv. Staff Rota**

TU's confirmed the difficulties with the national rota and this is now under review at the AP TU meetings. The national rota implementation currently stands at 80%. Originally it was planned to review the rota once full implementation has taken place but due to the issues experienced it was agreed to bring the review forward and the first review meeting has taken place. The group considered the requirements for a national rota and agreed to develop 3 rota options/ designs which can be selected based on the baselines. Acknowledgement that a "one size fits all" won't work and that the 3 options are based on the same core principles.

### **v. AP Pay Issues Update**

TU's raised the issues around inconsistencies with pay in particular pay- protection, toil, overtime, unsocial hours and SSCL errors.

Confirmed that this was not the forum for pay negotiations and acknowledged that pay protection is a national problem and a project has been established to deal with this. Divisional SPOC's have been identified and are looking at the issue on a case by case basis. This only applies to AP staff that have moved over to the rota before the issue was identified, all staff who moved over to the rota after the issued was identified have had the pay protection applied correctly. Validation visits with divisions will take place shortly to assist with complex cases. The intention is to capture all staff who have been overpaid, underpaid and who are in receipt of pay protection. Once this has been collated, we will the engage with TU's regarding the recovery policy and establish a clear communications strategy. Staff affected have had already had a letter.

On top of this an AP task and finish group has been created led by Paula Parsons and Karen Mulliner re pay issues. Questionnaires have been issued to the regions. There are still some legacy issues – some have been addressed nationally under E3 unsocial hours has been removed and staff should claim this as an allowance.

The priority is pay protection and we will then move onto the other issues. Overtime and standby will be considered and breaks, sessional rate etc.

Pay and reward are considering having a separate sub group.

### **b) Competency Based Framework.**

A key feature of the NPS Pay Modernisation deal is that HMPPS and NPS Unions NAPO, GMB Scoop and Unison, have agreed to work in partnership to introduce a Competency Based Framework (CBF). This forms part of the Professional Recognition Agenda where the employers are looking at how to equip and develop staff to the highest standards. Competency based is the short hand term to describe a range of attributes: strengths, behaviours, skills, experience and professional practice.

Napo, along with Unison and GMB/SCOOP are now meeting with NPS HR for four days a month to design the CBF which will determine the pay progression arrangements for NPS staff from 1 April 2021. In line with the agreement on pay all eligible staff will progress automatically in April 2020. Napo will be issuing updates and seeking feedback and input from members as we make progress. Once we have more information to share we will send our updates and create a question and answer system for members to use.

Following our design of the CBF there will be a pilot phase and then between 1 April 2020 and 31 March 2021 the CBF will be implemented which will provide staff with 12 months to familiarise themselves and understand how to comply with these new arrangements. From 1 April 2021 pay progression will be linked to this assessment and in line with the pay modernisation agreement will no longer be automatic.

We are working together to ensure that the CBF on which pay progression will be determined in two years' time is fair, equality proofed, easy to understand and simple to operate.

### **c) Facility time agreement update.**

The NPS have presented an offer calculated on the basis of Cabinet Office rules i.e. the entitlement is a proportion of the pay bill. The Employers have said that we can ask for more time if it is needed but that doesn't fit with our line of work with caseloads being as they are.

They have attempted to ease the situation by offering to consider some additional release of time for ongoing projects such as the Probation System

Review but that does not solve the main problem of representations in hearings never mind the amount of time it takes to give informal advice as well as preparing for those hearings.

The offer now amounts to 1.25 days facility time / branch / week and this even includes H&S facility time which it should not do. It is clear the ACAS Code of Practice is not being followed.

Negotiations continue including making the point that the Employers need to pay for travel and expenses for formal meetings or they need to hold the meeting at the location where the rep is based. Or, that reps only take on 1 case at a time but reps do not want to let members down so this is not likely going to work. It is unacceptable and unsustainable that reps are cancelling leave, taking unpaid leave or annual leave to represent members and it needs addressing as soon as possible. It was acknowledged that the situation is variable across the NPS divisions though.

An urgent meeting will be sought with Sonia Crozier on this. The option of going to ACAS was also considered.

### **d) Offender Management in Custody.**

The consultation process. Napo have been consulted by the employer on the plans to implement OMiC. This is a consultation not a negotiation and although we can raise concerns and make suggestions and requests, we are not in a position to agree (or fail to agree) the plans. We are aware that many members have significant concerns over the fundamental design of OMiC and we have communicated these concerns.

One of the main concerns apart from the flaws to the model is the movement of work that has been reserved to Probation (the Offender Management role) to prison staff. This is a concern shared by Prison staff and we are seeking to work with POA colleagues who also have concerns about the model. No staff would lose their employment as a result of the model but essentially the NPS will reduce the very high rate of vacancies by moving work to prison staff.

The implementation process. There are Divisional Implementation Boards (DiBs) which are made up of both prison and probation representatives. These boards have now all submitted their OMiC implementation plans and Napo reps should have been consulted on this locally via the NPS JCC (Joint Consultative Committee) for the division. Many of

the prisons have now got their Keyworkers in place. These are uniformed prison staff who will work one a 1:1 basis with a small number of clients each week. Their work is additional to Offender Management work. There will also be prison staff working as Prison Offender Managers (POMs) who will be allocated cases in tiers C and D and Probation Officer POMs who will be allocated in scope cases in tiers A and B. There has been some confusion as Prison Governors have made statements about “going live” with OMiC when in fact they have introduced the Keywork element of OMiC. The plan at the time of writing is for roll out to start in September 2019 but each division will make decisions based on the risk assessment.

**The Women’s Estate.** The model for the women’s estate varies in that the allocation of resource is based on complexity of need rather than risk. In the most complex cases (around 19% of the total) the POM will carry out the Keywork rather than having a separate keyworker allocated. This, it is hoped, will aid continuity and relationship building.

**The contracted out estate.** These are the privately run prisons and the original plan was to require (via the contracting process) them to have an SPO who holds a Probation Qualification but not to require these prisons to have Qualified Probation Officers holding cases as POMs. More was undertaken on the plans for the contracted out estate following representations that Napo and the NPS senior leaders have made about this. Napo’s position is that Offender Management should only be done by someone who has the appropriate skills and qualification for the role they are carrying out and who are offered the appropriate support and remuneration for doing so.

The current position is that there will be POMs with a Probation qualification in each contracted out prison and they will either hold high risk cases or oversee the work done on these cases using the Case Management Support model. This does not necessarily have to be a member of NPS staff however it is reported that most of the private prisons have requested a staff loan/ secondment arrangement from the NPS which will have a further impact on staffing. Napo continue to make representations on this.

Workloads for SPOs and POs working in OMiC. The current method for looking at SPO workload is on a ratio basis. In community teams this is 1:10 FTE (full time equivalent). Under the OMiC model it will

be 1:14 FTE. This means that some prison SPOs will have a high workload in terms of team members reporting to them in addition to the other tasks they need to undertake in their role. Napo have made representations on this, as well as the fact that the SPOs will be managing a team made up of staff from differing employers who will have different terms and conditions and potentially differing expectations in terms of line management. We will continue to press the employer on these issues.

**IT solutions.** There will be a new IT based allocation system for use in prisons. This is to assist with the allocation of cases to either Prison staff OMs or NPS OMs within the team. The tool has been tested with some users and further work and testing will be carried out. Napo have asked that this tool is properly tested for AT compliance by end users before it is rolled out. We have also asked if an aspect of workload measurement can be built in to further assist the SPO will allocation decisions and this is in progress. Further work is being done on digital tools for the project and we are being consulted on them.

#### **e) Workloads**

Workloads are a critical issue across probation. There is a massive mis-match between demand and staffing levels in both CRCs (where they have not recovered from often cutting staff at the start of contracts) and the NPS (where they have not recruited enough PO’s after under-estimating how much work would remain in the NPS at the split).

Current data is still being gathered from CRCs, but at time writing there is a 23% vacancy rate for PO’s across the NPS, higher in some regions. Staff routinely report a normal case load allocation that places them at 130-140% on the workload measurement tool used for assessing how many FTEs are required. This is dangerous and unsustainable and is being challenged at national level, as well as at local level with a number of branches having workload based campaigns as their local campaign theme following Napo’s Branch training.

Napo have also issued guidance to Branches and members about how to protect yourself from excessive workload, including how to serve a foreseeability notice on your employer ahead of likely injury.



PNC has also focused much discussion on the particular pressures workload shortages, and excessive additional HR burdens, have placed on SPOs in CRCs and especially the NPS. Overloading and breaking SPOs creates wider problems – mistakes occur that stall HR processes; local employee relations become tense, reducing engagement and productivity levels; staff feel unsupported or isolated so become more prone to mistakes; and higher than expected sickness amongst SPOs has a disproportionate multiplying factor on all other challenges with managers off.

This has been raised at National Level with NPS, for example when pressing for the start of the Managers' Review. It also being raised in CRCs with Napo offering to support ER training and improving knowledge in areas SPO's feel uncomfortable with (e.g. pay and pensions). However, at time of writing the employers' responses have been muted and Napo is considering how to progress this specifically, utilizing our new ICT systems.

# Professional and Training Committee

## MEMBERS:

Becky Shepherd (London)  
 Cerys Handley (Western)  
 Patricia Johnson (London)  
 David Raho (London)  
 Sarah Wake (South Yorkshire)  
 Angela Thompson (Staffordshire West Midlands)

## OFFICER:

Katie Lomas (National Vice-Chair)

## OFFICIAL:

Tania Bassett (National Official)

## ADMINISTRATOR:

Shireena Suleman

**1. The Committee** has only been able to meet in person once this year. At the meeting in May 2019 there was a low attendance and as such no Chair was elected at that stage.

**2. Competency Based Framework.** As part of the pay reform implemented last year HMPPS and the Trade Unions were tasked with drawing up a Competency Based Framework to allow pay progression to reflect experience and qualifications. Katie Lomas, National Chair and Siobhan Foreman, National Vice-Chair, have been leading on this for Napo. At the time of writing meetings are being held four times month and although not completed yet, good progress has been made.

**3. We have made significant progress** identifying the various roles operating within probation eg offender management (Admin, Courts, MAPPA, Victims, APs, and YOTs etc). Work is ongoing regarding roles and responsibilities of non- operational staff eg diary managers, business support and how they will provide their evidence for pay progression. The CBF will not be linked to the SPDR process (although staff can use the evidence obtained for both CBF and SPDR). The assumption is that staff with 5-years' experience will reach the top of their pay band in the 5-year period. Napo has raised the issue of staff who are already at the top of their pay band and an agreement was reached that they will not be subject to CBF but will still be required to evidence competency through SPDR , Learning & Development(L&D) and Continuous Professional Development (CPD). The CBF workshop is due to complete in September, however, the meeting acknowledged this may extend as the field based meetings with practitioners (North West, Midlands & London) have not been finalised Napo have offered to attend these field meetings. Napo raised their concerns around any delay in launching the CBF and

we have stated that staff must have the full 12-months to familiarise themselves with CBF.

**4. Professional Training.** The PQiB Review Board and the PQAB board have not met this year. It is hoped that this will be up and running again once the work to transfer offender management in Wales has been completed. Tania Bassett National Official still leads on this and has raised concerns with HMPPS, in particular Amy Rees Director General of Wales Probation that this should be a priority as we are to solve the staffing shortages. It is hoped that once the CBF is completed that work on a licence to practise can begin which would then feed into future training arrangements.

**5. Wales Union Learning Fund (WULF) – report** by Aziz Bouleghlimat (Project Manager). Napo has been successful in securing funding for a new Union Learning project in Wales. The “Inclusive Skills Improvement Project is for a period of three years April 2019- March 2022.

The project offers support to staff working in probation in Wales; CRC and NPS. Whilst the project has supported CRC staff with various learning activities, there is no formal engagement with the employer since the collapse of Working Links.

With regard to the NPS, there is a noticeable improvement in the employer’s attitude and willingness to engage with the project. Both HMPPS and NPS learning and development units have approached the project with a view working together to deliver learning activities that will improve the skills of staff in the sector. The funding is offered by the Welsh Government to support employability and progression in the workplace.

# Steering Committee

## MEMBERS:

Iqbal Bhogal (West Yorkshire) until 2019  
 Charron Culnane (London)  
 Howard Davies (East Anglia/Retired)  
 Tony Mercer (FCS Yorkshire and Humberside/  
 Retired)  
 Jeanne Peall (Kent Surrey & Sussex) Committee Chair  
 Jo Thompson (East Midlands/Retired) until 2019  
 Yvonne Pattison (East Coast) from 2019

## OFFICER:

Katie Lomas (National Chair)

## OFFICIAL:

Ian Lawrence (General Secretary)

## ADMINISTRATOR:

Annoesjka Valent

**1. Steering Committee** has a specific constitutional remit in relation to General Meetings of Napo, which means that its responsibilities rarely vary from year to year. The Steering Committee year runs from January to December and there are usually three meetings outside of AGM. In addition, representatives attend the AGM motion "slotting" meeting in August. The Committee also sends a representative to venue site visits. At AGM, the Committee is in session from its preparatory meeting, which takes place the day before the start of business, until the AGM closes. The focus of the Committee's work during the year is always preparing for AGM, putting those preparations into action and reviewing what happened.

**2. The 2018 AGM marked a return to Southport** following an absence of 34 years. The Floral Hall, where the main conference took place; the break out area where the refreshment points and the stalls were located; and the rooms for the fringe meetings, were all on the same level. This made it easy for members to get back to the hall following breaks. The Floral Hall is large and there were issues at times with temperature and the microphones. The latter could not be easily rectified as it was about the nature of the sound pick up rather than the volume.

**3. The Steering room** was somewhat tucked away at the back of the building on the floor above the Floral Hall. Whilst there no particular issues in terms of accessibility, as it was located close to a direct lift from the hall, it was quite a journey via the main stairs. Despite this, those who needed to find us, were able to do so. One emergency motion was discussed with the Committee, put to AGM and accepted as an emergency. Two others were also discussed but did not progress following advice from Steering Committee.

**4. A total of 39 motions and two constitutional amendments were listed for debate.** Of these, one potential composite motions was identified, comprising a total of two motions and was agreed as Composite A. There were no amendments to motions or constitutional amendments.

The number of motions received was again up on the previous year: there were 34 motions at Nottingham. However, only 26 motions were debated, as well as the composite, the two constitutional amendments and one emergency motion. All of these were passed.

**5. The fixed quorum of 150,** adopted through a constitutional amendment in 2016, resulted in the loss of only 29 minutes to inquoracy. This was largely the time it took for members to come into the hall and settle down at the start of sessions. 208 minutes were spent on debating motions, as opposed to 227 at Nottingham. The emergency motion took 7 minutes. Formal business, which includes the accountability session, took 53 minutes, substantially down on the previous year. Invited speakers took 43 minutes. There were 7 minutes of announcements in quorate time but no time was lost to 'No Business Quorate'. However, all the sessions, apart from the professional session on Friday, ended early with the loss of approximately 27 minutes overall. The new session lengths are proving difficult to adjust to for both Steering Committee and session Chairs. It should also be noted that the total scheduled session time was 705 minutes at Nottingham but 585 minutes at Southport.

**6.** Steering Committee rely heavily on support from Napo's administrative staff in the build up to AGM and whilst at AGM. We are, as ever, very grateful for their hard work, efficiency and patience. The Committee's thanks are also extended to the Chief Steward, Deputy Chief Steward and the Stewards from Merseyside Branch, Cumbria and Lancashire Branch and Cheshire and Greater Manchester Branch.

**7. Equal Rights Section.** Steering Committee comprises six elected members. The current Committee comprises three women and two men, with one vacancy. Four members define as white and one as of other heritage background. It has members from both the Family Court Section and Probation Branches. During the course of 2018 one member resigned following election to a national Vice Chair post. The Committee is not involved in proposing policy through motions, but implements

Napo's objectives and policy in the specific context of its constitutional remit for the planning and running of Napo's AGM. The Committee responsibilities, therefore, alter little from year to year.

**8.** The Committee sends representatives to the site visits at the AGM venue as part of the planning process. The site schedule for each venue is drawn up in negotiation with the venue staff by the Conference Organiser. However, the site visits enable the Committee to identify issues of accessibility in terms of the dedicated rooms for Napo's admin staff working at AGM, Steering Committee and the Monitors, as well as more generally for members during the conference. The Committee representatives also consider any other factors that could impact on AGM business, including the ability of members to participate. This can be as a result of the general accessibility of the venue or through more specific issues like the availability, type and siting of microphones, height of podia and their accessibility.

**9.** The ordering of business at AGM and ruling on Emergency Motions form two of the Committee's main responsibilities. The Committee works to ensure that the process is as transparent as possible and is carried out in line with Napo policies on anti-racism and equal rights. The lack of participation by members in the ballot process for motions which takes place prior to AGM, has been a matter of concern for some years. The Committee still considers it to be the most open method to enable all members to participate in prioritising matters for debate at AGM. In a move to utilise technology and further enable participation, the ballot form can be completed through Survey Monkey on-line. The Committee will continue to publicise this process prior to AGM so as to better explain the democratic rationale. The ballot form will also continue to be available as a word document through the AGM section on the Napo website. The Committee's decisions are explained and accounted for publicly during AGM sessions and members have the right to challenge those decisions. Part of the Committee's role at AGM is to time speeches and keep a running record of all spoken contributions. The length of speeches is marked by a basic system using a combination of a buzzer and traffic light system, which alerts the speaker 30 seconds before the end of their allotted time and when their time is up. This is to ensure all speeches to motions and constitutional amendments last for no longer than the amount of time set out in Standing Orders.

**10.** The Committee endeavours to make its role accessible to members through written material available within the AGM section of the Napo website and by actively seeking to be available to advise members during the course of Conference. In addition to this we have established a Steward's Information Point at the entrance to the Conference venue. The purpose of the Information point is to provide an accessible and dedicated place for any members, who require it, to seek initial assistance.



# Trade Union Organisation

## MEMBERS:

Ann Cruse-Stoddart (West Yorkshire)  
Nathalie Dimbleby (The Mercia)  
Tamzin Yates (East Midlands) Committee Chair

## OFFICER:

Keith Stokeld (National Vice-Chair Finance)

## OFFICIAL:

Ranjit Singh (National Official)

## ADMINISTRATOR:

Kath Falcon

**1.** The Committee has technically held two meetings. However, the first meeting was inquorate due to travel problems. A further meeting was scheduled and the committee met in April. The work programme focused on delivering the AGM motion allocated to the committee, additional work has been ongoing and undertaken by the Link Official and Officer where appropriate.

**2.** AGM Resolution – Retired Members Committee. This Resolution requested that TUO Committee draw up a plan for the establishment of a retired members committee and to consider extending voting rights to retired members in all Napo elections except on pay and industrial action.

Following consultation with retired members, TUO committee produced a paper to the June NEC

containing two recommendations. The NEC approved the paper and both recommendations were endorsed. The first recommendation was to establish a retired members committee. An Invitation for nominations to become a member of the committee has been sent out to branches, as part of the National Committee nomination process. If committee nominations are received, the first committee meeting will be held post AGM 2019.

The second recommendation covered extending voting rights to retired members. Under the current provisions in the constitution, Retired Professional Associate Members of Napo are entitled to one vote at any general meeting or branch meeting at which they are present except on issues relating to salaries and Terms and Conditions.

To better understand the views of members, a survey of Retired members was carried out. Unfortunately, there was a low response rate to the survey. Only 14% of the retired members responded. The TUO Committee believe that this has not provided enough of an evidence base to suggest that extending these rights is warranted at this time. In light of this, the TUO Committee recommended to the NEC that the new Retired Members Committee take up this issue and work with TUO Committee on the need to extend voting rights, in addition to those currently provided for in the constitution.

**3. Organising.** Again, this year, the focus has been on Napo's Strategy for Growth, as approved by the NEC. The strategy aims to ensure Napo retains its independent status as a trade union and professional association and runs until the end of 2019. Key aims of the strategy will be to increase membership by 2020 and to identify and recruit potential new activists in all



sections of the union. The NEC has received regular papers updating on the progress of the strategy. Funds have been allocated from the Strategy for Growth budget to support the Comms Team deliver phase 3 of the Comms Strategy, which includes: growing the distributors' network and developing the functionality of the role i.e. numbers and levels of activism and continuing with the Activ8 campaign to encourage greater branch organisation and facilitate recruitment at branch level and supporting the Comms Team with the 'make the switch' Direct Debit campaign.

**4. Recruitment.** The 'Active8' campaign continues this year. The aim of the initiative is to promote member engagement within Napo and this in turn will lead to greater member involvement and increased levels of activism at both a branch and national level. To encourage recruitment activity at branch level the 'recruit a friend' initiative was launched in January offering a £25 incentive to activists for each new member recruited, with each activist eligible to claim up to a maximum of £100.

To support branches raise the visibility of Napo in the workplace a range of promotional resources have been purchased and distributed to branches to use at appropriate events.

**5. Education programme.** Napo launched its ambitious new education programme at AGM last year. Below is an outline of what is covered in the new training which is delivered over three modules. To date a number of branches have undertaken modules 1 and 2. We expect that all branches will have completed the training by June 2020. Feedback from branches has been overwhelmingly positive and following the initial branch level training, going forward, Napo will be delivering regional training annually in the same format.

Module 1 covers: how Napo is organised; Napo's values; GDPR; the challenges facing branches; how Napo manages its responsibilities to members; legal rights for all Representatives under the ACAS Code; and, how to run a collective local campaign promoting. Module 2 concentrates upon best practice in representing individual members. Including guidance about the scope and limitations of law and practical tips on effectively guiding cases to the most positive and sustainable outcome for members. Module 3 brings the Branch back together to review

learning from Modules 1 and 2 and concludes with the agreement of a Branch Plan.

**6. The Forum (formerly PSO Forum).** The Forum Conference was scheduled to take place in June at Sheffield Hallam University. However, due to the low take up of places for this conference a decision was taken to postpone the conference to the following year. The budget for the conference has been ring fenced for the next financial year and the date has been confirmed as Friday 12 June 2020. The conference will still take place at Sheffield Hallam and we expect to have an exciting line up of speakers and workshops that will appeal to members and encourage them to sign up.

**7. National Reps Panel.** Membership of the National Representatives (Nat Reps) Panel is as follows: Jeremy Cameron, Eriks Puce, Les King, Urfan Amar, Mick Hooson, Megan Elliott, Anne King and John Drewicz

The Nat Reps panel has picked up 57 cases since August last year, on top of which were 13 cases picked up for the Association of Educational Psychologists (AEP).

**8. Equalities Statement:** Napo was able to successfully take up all its places at the TUC Equalities conferences. These conferences covering Disability, Race and LGB &T members are held annually and at different points in the year. Attendance at these conferences is important as it gives a voice to Napo members' concerns to a wider trade union audience.

Report on the Implementing Anti-Racism Policy; work to promote an inclusive union – by Branches. Unfortunately, this year no branches returned an equality report. This is disappointing and a review will be undertaken on how this information is collected in future.

# Edridge Fund of Napo

Accounts and Annual Report -  
Abbreviated Version

## ADMINISTRATIVE DETAILS

### FULL NAME:

The Edridge Fund of Napo the Trade Union and Professional Association for Family Court and Probation Staff

### REGISTERED CHARITY NO:

803493

### REGISTERED OFFICE:

160, Falcon Road, Battersea, London, SW11 2NY

### BANKERS:

Unity Trust Bank plc. Nine Brindley Place,  
Birmingham B1 2HB

### INVESTMENT MANAGERS:

HSBC Trust Company (UK) Ltd, PO Box 880,  
Southampton, SO15 1WP

### INDEPENDENT EXAMINER:

Gina Alderson, Felden Lodge, Felden Lane,  
Hemel Hempstead, HP3 0BL

## REPORT OF THE TRUSTEES

### Trustees

The Trustees who held office during the year were as follows

#### **Charlotte Dunkley (East Midlands)**

Appointed November 2013 – Chair of Trustees

#### **David Stevens (Mercia)**

Appointed November 2014 – Vice Chair

#### **Carolyn Mack (East Midlands)**

Appointed September 2016

#### **Michelle McFarlane (London)**

Appointed August 2017, resigned September 2018

#### **David Raho (London)**

Appointed March 2018

#### **Ian Hankinson (Mercia)**

Appointed March 2018

#### **Denise Astley (Staffordshire/West Midlands)**

Appointed November 2018

#### **Peter Rowe (Cheshire/Greater Manchester)**

Appointed November 2018

**Rachel Goldhill (Assoc. Member)** Appointed  
November 2018

Charlotte Dunkley was co-opted to serve a further 6 months after the end of her term in November 2018 to allow recruitment of a new Chair.

David Stevens was appointed as Vice Chair in May 2019

### Staff

**Karen Monaghan** Secretary to Trustees

**Jeanne Peall** Honorary Treasurer

**David Cox** Business Officer & Financial Administrator

**Sarah Byatt** Administrator

## CHAIR'S REPORT

### Introduction

I present this Report and the Accounts for the year ended 31 December 2018 on behalf of the Trustees.

This is an abbreviated version of the Annual Report. The Accounts presented are the full version, prepared in accordance with Charity Commission guidelines and requirements. The full Annual Report and Accounts will be available before the Napo AGM in October 2019.

### Trustee & Staff Changes

In the course of 2018 there were a number changes in our Trustees. Michelle McFarlane resigned as a Trustee. We thank Michelle for her enthusiastic work for the Fund. Due to the upcoming departure of our Chair, Charlotte Dunkley, we had a Trustee recruitment drive which was successful in securing 5 new Trustees, David Raho, Ian Hankinson, Denise Astley, Peter Rowe and Rachel Goldhill. We welcome them all to the Fund and for their excellent input so far.

### Donations and Fund Raising

The unexpected receipt of a significant bequest in May 2018 provided a welcome boost to funds. Prior to this, and despite a £5000 draw down from investments, the projected financial position for the year appeared to be very constrained. The grant from Napo was reduced from the previous year, although still within the parameters agreed by AGM in 2016. Over the year, income from regular donations reduced again, made worse by difficulties with HSBC who went on to close our Deposit and Current accounts, with limited notice, at the end of September. HSBC were not our main bankers but the Deposit Account did provide some £100 per month in regular donations. The sudden nature of the closure meant that these donations have largely been lost to Edridge. A complaint against HSBC by the Trustees of the Edridge Fund remains outstanding.

The bequest enabled the Fund to cover a shortfall in resources without resorting to another drawdown from investments, which would have gone into capital rather than yearly growth. Income from the 50/50 lottery has reduce although levels of participation

remain good. However, income from branch events and other activities did increase.

The Civil Service Insurance Society (CSIS) once again provided the Edridge Fund with a donation of £10,000. CSIS is a not for profit organisation, which supports charities working with people in the public sector. It provides the Edridge Fund with a welcome additional source of income, for which the Trustees are very grateful.

### Administration

The level of expenditure by the Fund on administration was slightly reduced from 2017, mainly because there were no recruitment costs in 2018. Office costs were also reduced reflecting expenditure being of a routine nature in 2018. Governance costs increased in comparison to the previous year due to the recruitment of additional Trustees with a consequent increase in expenses.

During 2018 the Edridge Fund obtained a mobile card reader to accept donations and other payments by card. This increased our fund raising costs, and in the course of 2019 we have been reviewing that. Also, the purchase of promotional materials resulted in an increase in fundraising costs. Grant giving, our main charitable activity, remained at a fairly similar level to the previous year.

### Edridge investments

In 2018 the Investment Portfolio continued to be managed on a low risk basis following advice given to the Trustees in the annual review with our investment manager. Income and costs were slightly reduced compared with the previous year. The amount withdrawn from investments was restricted to £5,000.

### Governance

During 2018, Trustees continued to ensure the fund was well placed to address issues relating to its work in the future. A survey of applicants was drawn up in 2017 to gather opinions from members on the work of the fund. The focus of the Trustees in 2018, has been to utilise the information gained from the survey to try to improve awareness of the fund, as well as promotion of its activities to highlight the ways that members could support the fund. This included regular articles and advertising of the Fund, including

the 50/50 Lottery, in the Napo Magazine, as well as the purchase of fresh promotional materials. The Trustees plan to continue to focus on fundraising and raising awareness throughout 2019.

In 2017, the Trustees reviewed and re-launched the Edridge website. The Trustees kept the performance of the re-designed website under review during 2018 and prioritised ways of increasing income streams.

### Applications for Assistance

The number of applications received increased during 2018 for the first time in some years. The amount paid in grants remained at almost the same level as the previous year. However, the average grant paid did reduce. The Trustees have continued their practice of targeting the amount paid to reflect the immediate needs of the applicant and so the range of amounts paid is quite wide. The reasons for applications remain similar to those in previous years.

We will be publishing tables giving a breakdown of applications received in our full report. In 2018, 60% of the grants paid were to Napo members, the remainder being paid to applicants with no union membership. Figures in relation to our diversity monitoring of applicants will be published in the full report.

The number of applications received was 144 and of these, 44 applications were refused or withdrawn, the latter usually on the grounds that the applicants were not eligible. In all cases the applications were dealt with on their individual merit. We continue to receive significantly more applications from NPS staff, compared to those employed by CRC. Applications in small numbers were also received from staff in PBNI, Cafcass and Youth Justice.

The Trustees are continuing to advise all staff employed by the NPS that they are also eligible to apply to the Civil Service charity 'For You By You'. We also suggest to some applicants that they can seek further help from the Professional Aid Council, where we believe they may satisfy their eligibility criteria.

### Final Thoughts

This is my third Annual Report as Chair of Trustees and it covers what will be my final full year as Chair of Trustees. After four years as Chair and two as a

Trustee before then, I have decided to take a break from Edridge activity. I hope to be able to return at a future date but meanwhile leave the Fund in the safe hands of a committed, enthusiastic group of Trustees and a new Chair who I will introduce later.

I hope that during 2018 we have been able to continue the good work of the previous two years. In 2018 the Edridge Fund Trustees and staff have continued to work hard to ensure that our operation was efficient and focussed on the purpose of the Fund - to assist colleagues in need across a variety of probation and Family court workplaces.

To turn first to Fundraising. This year we have received a reduced grant from NAPO based on the formula agreed at AGM in 2016, as a result of falling membership. This indicates how closely allied the fortunes of the Edridge Fund are to that of NAPO and we hope that better awareness of the Fund can assist in NAPO's membership drive. We are always very grateful for the practical and moral support shown to us by members at AGM and the 2018 Karaoke was a particularly fine example of pop-up fundraising at its best. If any branch or group of members would like to fundraise on the spur of the moment at this year's AGM- just let us know.

We have experimented with the technology of contactless giving this year, with mixed success. It is difficult to get the balance of affordable, convenient and accountable fundraising from the current contactless methods available. However, some branch events have found it really useful and the Trustees are committed to finding a way to make it work. We have been very lucky to be allocated a grant from the Trade Union Unity Trust (TUUT) to support ongoing efforts to find the right solution for us. Trustees recognize the challenges faced by both Trade Unions and charities within the public sector, as austerity continues to impact on workforce numbers and levels of pay. We continue to rely on our brilliant workplace reps to fundraise for us, but they are dwindling in number and we always need more. Contact the Edridge Office for details. Raising our profile and raising funds go hand in hand and we continue to find it a challenge to do this across all workplaces.

The most exciting news for us this year has been the bequest we received from the estate of the Reverend James Tysoe. This bequest came completely from the blue, from someone who had been a regular but small

donor for many years. It transpired that Reverend Jim Tysoe was a Probation Officer in Coventry from the 1960s, who retired and was then ordained into the Church. His commitment and loyalty to Probation work never wavered as can be seen by his regular donations and ultimately a bequest that is a small proportion of his whole estate, all left to charities. We have gained enormously by his bequest, although it's chastening to think it could only pay two years' worth of our grants if we do not raise other funds. We have been able to avoid drawing down on our investment income again later in the year as a result of this bequest which is good news. It has given us a real boost as Trustees but also renewed our determination to continue to seek stability of income in other ways. Please, if anyone wants to consider making a bequest to Edridge in their will, contact the office for details of how to do it. You will really transform lives.

Our other regular donor this year has again been the Civil Service Insurance Society and we are hugely grateful for their continued support. We have sought to strengthen links with them, as Probation staff will increasingly become civil servants over the next few years. We now have a link Trustee on their Board and arranged to meet with him annually so we can benefit from the advice and experience of a bigger charity

We continue to consider fundraising at every Trustees meeting and have been developing more innovative approaches to fundraising online and via other means. Karen Monaghan, our new brilliant Board secretary is always looking for good ideas so contact her if you have any new approach you'd like to try as an individual or an office. We are looking to open an Amazon charity account that would direct donations to us, and are already signed up to Give as you Live. Check out how many different websites you could use on this platform and still give money to Edridge with every transaction. Our 50/50 lottery continues to be popular and you can now renew online, by cash or cheque or contactless at AGM. The price of tickets hasn't changed in years!

Our second area of focus in 2018 has been on strengthening the Board of Trustees by recruiting new members and co-opting others who can contribute expertise for particular projects. We have welcomed new Trustees over the year and it is making a real difference to the speed and efficiency with which applications are considered. We have just been lucky enough to recruit a new Chair of Trustees who will

take over in November 2019- not strictly for this annual report- but good news for us. Welcome to Alan Goode, formerly of Nottinghamshire Probation Trust and now retired, who will be the new Chair of Trustees.

Lastly, to turn to applications that we have received this year and grants that we have given. As can be observed, the number of grants given has increased this year, but the overall total of grant giving has slightly reduced. This reflects an increase in applications, and a preference of the Trustees to give more, frequent smaller grants to more people. We feel this maximises the work of the Fund within Probation and Family Court workplaces, but it does mean that the levels of grant given are often a 'drop in the ocean'. We have continued to see real hardship, suffering and resilience in the face of huge financial challenges in every application we look at. The comments we receive and the gratitude expressed by grant recipients suggests they often have nowhere else to turn by the time they apply to Edridge and are really thankful that the Fund is there. The increase in application numbers may also be a mark of the success of the online application form which is now the predominant method of application. This has spread our reach but does have pitfalls as the online form can miss important information. Please support any of your colleagues who need to apply to the Fund by directing them to the guidance online before completing the form.

Once again, we are very grateful for the support of Napo staff and officers and very much welcomed the support of the General Secretary, particularly in our application for funds from TUUT. NAPO AGM in 2018 saw a reduction in our income from merchandising owing to the shorter timescales, but we had a good level of contact with members offering support and a healthy bucket collection, supplemented by the Karaoke. Please let us know if you can think of merchandising options that would increase this level of income.

Whilst we have continued in 2018 to operate in difficult circumstances, the Trustees hope that we have continued to tackle the fundraising challenges that face us and to respond to changing times. I would like to thank all my fellow Trustees, our Honorary Treasurer and Board Secretary, and especially the Edridge staff who have most contact with applicants, for everything they do to support the work of the

Fund. It has been a privilege and an honour to be an Edridge Trustee and Chair of Trustees. Years of union activism have led me to a point where the tangible, everyday assistance that the Fund can offer is as relevant as other battles we may fight. Please support your Fund and help it to grow and flourish for the benefit of all those who need it. Thank you and best of luck from me

**Charlotte Dunkley – Chair of Trustees**  
**August 2019**

### **INDEPENDENT EXAMINATION OF ACCOUNTS**

The accounts were presented to the Trustees, and accepted, subject to a satisfactory Independent Examination, in accordance with Charity Commission Guidance. The full version of this report, together with the accounts, will be available in the full version of our Annual Report, which will be available at the Napo AGM in October 2019

**Jeanne Peall – Honorary Treasurer**  
**August 2019**



## The Edridge Fund of Napo

### STATEMENT OF FINANCIAL ACTIVITIES (incorporating an Income and Expenditure Account) FOR THE YEAR ENDED 31 DECEMBER 2018

|  |                 | 2018           | 2017           |
|--|-----------------|----------------|----------------|
|  | Notes           |                |                |
| <b>INCOMING RESOURCES FROM GENERATED FUNDS</b>                             |                 |                |                |
| <b>Voluntary Income</b>  |                 |                |                |
| Regular Donations and Gifts  | 6a              | 6,123          | 7,405          |
| Contribution from Napo   |                 | 11,537         | 17,457         |
| Bequests   | 11              | 60,000         | Nil            |
| Corporate Charity Donation   | 11              | 10,000         | 10,000         |
| <b>Activities for generating funds</b>                                     |                 |                |                |
| Fund Raising (including 50/50 Club subscriptions)                          | 6               | 2,809          | 4,142          |
| Sale of merchandise  | 6a              | 472            | 97             |
| <b>Investment &amp; Interest Income</b>                                    |                 |                |                |
| Investment Income  | 9a              | 6,264          | 6,643          |
| Bank Interest (including Investment Account)                               |                 | nil            | nil            |
| <b>Incoming Resources from Charitable Activities</b>                       |                 |                |                |
| Contributions from members, branches and others                            |                 | 1,598          | 970            |
| Net Profit (Loss) on Christmas Cards                                       | 6a              | nil            | 523            |
| <b>Total Incoming Resources</b>  |                 | <u>98,803</u>  | <u>47,237</u>  |
| <b>RESOURCES EXPENDED</b>  |                 |                |                |
| <b>Costs of Generating Funds</b>   |                 |                |                |
| Promotional / Fund Raising activities                                      | 7               | 1,398          | 238            |
| Investment Management Fees   |                 | 2,986          | 3,104          |
| Website Expenses   |                 | 504            | 504            |
| 50/50 Club Prizes  |                 | 1,205          | 1,310          |
| Purchase of Merchandise  |                 | nil            | 863            |
|  | <i>subtotal</i> | <u>6,093</u>   | <u>6,019</u>   |
| <b>Net Resources available for Charitable Application</b>                  |                 | <u>92,710</u>  | <u>41,218</u>  |
| <b>Costs of Charitable Activities</b>                                      |                 |                |                |
| Grants paid -  |                 | 33,015         | 33,296         |
| Management & delivery of the Charity's purpose                             | 2               | 12,577         | 12,841         |
| Governance Costs   | 4               | 857            | 613            |
| <b>Total Resources expended</b>  |                 | <u>52,542</u>  | <u>52,769</u>  |
| <b>Net Operating Surplus/(Deficit) for the Year Before Gross transfers</b> |                 | <u>46,260</u>  | <u>(5,533)</u> |
| <b>Gross Transfers between Funds</b>                                       | 10              | (5,000)        | (5,000)        |
| <b>Net Incoming Resources before Gains &amp; Losses</b>                    |                 | 41,261         | -10,533        |
| <b>Other Recognised gains (losses)</b>                                     |                 |                |                |
| Realised gains/(losses) on investments                                     |                 | 3,856          | 1,917          |
| Unrealised gains/(losses) on investments                                   |                 | (10,485)       | 7,887          |
| <b>Net Movements in Funds</b>  |                 | <u>34,632</u>  | <u>(729)</u>   |
| <b>Total funds brought forward</b>   |                 | 205,758        | 206,487        |
| <b>Total Funds Carried Forward</b>   |                 | <u>240,390</u> | <u>205,758</u> |

**THE EDRIDGE FUND OF NAPO  
BALANCE SHEET**

As at 31st December 2018

|  | Notes | 2018           | 2017           |
|--|-------|----------------|----------------|
|  |       | £              | £              |
| <b>FIXED ASSETS</b>                          |       |                |                |
| Tangible Assets                              | 3     | nil            | Nil            |
| Investments                                  | 10    | 179,365        | 189,850        |
| <b>CURRENT ASSETS</b>                        |       |                |                |
| Debtors                                      | 8 & 9 | 2,488          | 1,518          |
| Cash at Bank and in Hand                     | 12    | 64,775         | 20,791         |
|  |       | <u>67,263</u>  | <u>22,309</u>  |
| <b>Creditors</b>                             |       |                |                |
| Amounts falling due within one year          |       |                |                |
| Accruals                                     | 5     | 6,238          | 6,401          |
| <b>Net Current Assets</b>                    |       | 61,025         | 15,908         |
| <b>Total Assets less Current Liabilities</b> |       | <u>240,390</u> | <u>205,758</u> |
| <b>Net Assets</b>                            |       | <u>240,390</u> | <u>205,758</u> |
| <b>Income Fund and Reserve</b>               |       |                |                |
| General Reserve as at 31st December 2018     |       | <u>240,390</u> | <u>205,758</u> |
| <b>Total Funds available to the Fund</b>     |       | <u>240,390</u> | <u>205,758</u> |

These financial statements were submitted to the Trustees and were approved, subject to a satisfactory Independent Examination.

Charlotte Dunkley – Chair of Trustees

August 2019

*The notes below and on the following two pages form part of these accounts.*

**Notes forming part of the Accounts**

FOR THE YEAR ENDED 31 DECEMBER 2018

**1. ACCOUNTING POLICIES**

The accounts have been prepared using the same policies published in our Annual Report for the previous year.

**2. MANAGEMENT & DELIVERY OF THE CHARITY'S PURPOSE**

|   | Notes | 2018          | 2017          |
|---|-------|---------------|---------------|
|   |       | £             | £             |
| Staff Salaries                              |       | 10,525        | 9,975         |
| Office Services including rent              |       | 623           | 612           |
| General Office costs /equipment maintenance |       | 534           | 978           |
| Recruiting Costs – new Secretary            |       | nil           | 286           |
| Equipment purchase                          |       | nil           | nil           |
| Insurance                                   |       | 700           | 674           |
| Bank Charges                                |       | 196           | 31            |
| Depreciation of Fixed Assets                | 3     | nil           | <u>nil</u>    |
|   |       | <u>12,577</u> | <u>12,841</u> |

**3. TANGIBLE ASSETS**

The Trustees have once again concluded that our stocks of goods for sale, and operational equipment, are at a level where it would not be appropriate to account for depreciation, or stock values, as this would not have any material effect on the accounts.

|                            |              |            |            |
|----------------------------|--------------|------------|------------|
| <b>4. GOVERNANCE</b>       |              | 2018       | 2017       |
|                            | <i>Notes</i> | £          | £          |
| Staff & Trustees Expenses  | 4a           | 683        | 403        |
| Independent Examiner's Fee |              | Nil        | Nil        |
| Napo Conference Expenses   |              | nil        | 37         |
| Meeting Room Hire          | 4b           | 174        | 173        |
| Trustees Training          |              | <u>Nil</u> | <u>Nil</u> |
|                            |              | <u>857</u> | <u>613</u> |

- a. Expenses paid to Staff and Trustees were for travel expenses to meetings, and associated costs, including refreshment costs. Two Trustees were assisted with expenses from other sources.
- b. Meeting room facilities were provided free, with the exception of one meeting.

|  |  |              |
|--|--|--------------|
| <b>5. CREDITORS</b>                                |  | £            |
| Grants authorized in 2018, but paid in 2019        |  | 2,290        |
| Website charges for 4 <sup>th</sup> quarter 2018   |  | 126          |
| 50/50 Winner December 2018                         |  | 99           |
| Staff Salaries to be paid to Napo as Payroll Agent |  | 3,508        |
| Trustee & Staff Expenses paid in 2019              |  | 214          |
| Christmas Cards 2017 Purchase cost                 |  | <u>765</u>   |
|  |  | <u>6,238</u> |

|                                    |  |              |
|------------------------------------|--|--------------|
| <b>6. FUND RAISING INCOME</b>      |  | £            |
| Fund Raising & Sponsored events    |  | 743          |
| 50/50 Lottery Club subscriptions * |  | <u>2,066</u> |
|                                    |  | <u>2,809</u> |

\*This means that the net benefits to the Fund from the 50/50 Club is £1,158 for the current year.

- a. The sale of merchandise now includes the sale of existing stocks of Christmas Cards, as the Trustees decided not to purchase further stocks this year, following a review. Existing stocks from previous years were sold during 2018, and the proceeds of these sales are therefore included in the income figure for merchandise.

#### 7. FUND RAISING COSTS

The amount spent on Fund Raising costs has increased considerably as the Fund spent £1,041 on publicity material sent to all Branches, and incurred further ongoing expenses in leasing a mobile Card Reader for Card payments to receive donations and other payments.

#### 8. GIFT AID

**Gift Aid Claims carried forward from the 2017 accounts as debtors and updated for current tax year**

|  |              |
|--|--------------|
|  | £            |
| Debtor figure brought forward from 2017                                      | 1,488        |
| Gift Aid for 2016/2017 - 2017/2018 (estimated)                               | 2,000        |
| Less estimated amount for 2018 - allocated to current year Regular donations | (1,000)      |
| <b>Balance of estimated Gift Aid carried forward as Debtor for 2018</b>      | <u>2,488</u> |

#### 9. DEBTORS

|                              |              |       |
|------------------------------|--------------|-------|
|                              | <i>Notes</i> | £     |
| Gift Aid payable (estimated) | 8            | 1,488 |

1,518

#### 10. INVESTMENTS

The figure for investments is the valuation made by our Investment Managers at year end.  
The Trustees made a withdrawal of £5,000 to cover anticipated reduction of income during the year.

|   |        |
|---|--------|
| <b>11. VOLUNTARY INCOME – Special Items</b> | £      |
| CSiS Charity Fund                           | 10,000 |
| Bequest                                     | 60,000 |

a. See “Donations & Fund Raising” section in Chair’s report

**12. Cash at Banks and at hand**

The total figure for Cash and Bank balances includes an amount of £1,255, representing the balance of our accounts with HSBC Bank. In September 2018 the accounts were closed by the Bank and the balances sent to us by cheque. The Edridge fund raised a complaint with the Bank, and at year end we had not presented the cheque for payment, in view of legal reasons, but it remained a valuable asset so is included in the accounts as part of our assets.



# Napo Report and Accounts

## THE FOLLOWING PERSONS SERVED AS OFFICERS DURING THE YEAR:

Y Pattison (resigned October 2018)

C Winters (resigned October 2018)

K Lomas

S Foreman (appointed October 2018)

J Barlow

I Bhogal (appointed October 2018)

D Raho (appointed November 2018)

T Williams (resigned October 2018)

D Mason (resigned November 2018)

K Stokeld

## OFFICERS' RESPONSIBILITIES

The Executive Committee, on behalf of the Governing Body, are required under legislation relating to trade unions and employers' associations to prepare accounts for each financial year which give a true and fair view of the state of affairs of the union and of the transactions of the union for that period.

In preparing these accounts we are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- prepare the accounts on the going concern basis unless it is inappropriate to presume that the union will continue in business.

Executive Committee are also responsible for:

- keeping proper accounting records;
- safeguarding the Association's assets;
- taking reasonable steps for the prevention and detection of fraud;
- establishing and maintaining a satisfactory system of control of its accounting records, its cash
- holdings and all its receipts and remittances.

## Disclosure of information to auditors

Each person who was a member of the Executive Committee at the time this report was approved confirms that:

- so far as they are aware, there is no relevant audit information of which the Union's auditor is unaware; and
- They have taken all the steps that they ought to have taken as the Executive



Committee in order to make themselves aware of any relevant audit information and to establish that the Union's auditors are aware of that information.

This report was approved by the National Executive Committee on 16 May 2019 and signed on its behalf.

**K Stokeld**  
**Vice Chair**  
**16 May 2019**

### Opinion

We have audited the accounts of NAPO for the year ended 31 December 2018 which comprise the Income and Expenditure Account, the Balance Sheet, the Statement of Movement in Funds and notes to the accounts, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 'The Financial Reporting Standard applicable in the UK and the Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

This report is made solely to the union's members, as a body, in accordance with the Trade Union and Labour Relations (Consolidation) Act 1992. Our audit work has been undertaken so that we might state to the Union's members those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Union and the Union's members as a body, for our audit work, for this report, or for the opinions we have formed.

In our opinion the accounts:

- give a true and fair view of the state of the union's affairs as at 31 December 2018 and of its deficit for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- have been prepared in accordance with the requirements of the Trade Union and Labour Relations (Consolidation) Act 1992.

### Basis of opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK))

and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the accounts section of our report. We are independent of the union in accordance with the ethical requirements that are relevant to our audit of the accounts in the UK, including the FRC's Ethical Standard, and the provisions available for small entities, in the circumstances set out below, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

In accordance with the exemption provided by FRC's Ethical Standard - Provisions Available for Audits of Small Entities, we have prepared and submitted the union's returns to the tax authorities and assisted with the preparation of the accounts.

### Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the union's use of the going concern basis of accounting in the preparation of the accounts is not appropriate; or
- the officers have not disclosed in the accounts any identified material uncertainties that may cast significant doubt about the union's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the accounts are authorised for issue.

### Other information

The other information comprises the information included in the report and accounts, other than the accounts and our auditor's report thereon. The members of the executive committee are responsible for the other information. Our opinion on the accounts does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. In connection with our audit of the accounts, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the accounts or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a

material misstatement in the accounts or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

### **Opinions on other matters prescribed by the Trade Union and Labour Relations (Consolidation) Act 1992**

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the executive committee report for the financial year for which the accounts are prepared is consistent with the accounts.

### **Matters on which we are required to report by exception**

In the light of the knowledge and understanding of the union and its environment obtained in the course of the audit, we have not identified material misstatements in the officers' report.

We have nothing to report in respect of the following matters in relation to which the Trade Union and Labour Relations (Consolidation) Act 1992 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the accounts are not in agreement with the accounting records and returns; or
- certain disclosures of officers' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

### **Responsibilities of Executive Committee**

As explained more fully in the executive committee responsibilities statement, the executive committee are responsible for the preparation of the accounts and for being satisfied that they give a true and fair view, and for such internal control as the Executive Committee determines is necessary to enable the preparation of accounts that are free from material misstatement, whether due to fraud or error.

In preparing the accounts, the executive committee are responsible for assessing the union's ability to continue as a going concern, disclosing, as applicable,

matters related to going concern and using the going concern basis of accounting unless the executive committee either intends to liquidate the union or to cease operations, or have no realistic alternative but to do so.

### **Auditor's responsibilities for the audit of the accounts**

Our objectives are to obtain reasonable assurance about whether the accounts as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these accounts.

A further description of our responsibilities for the audit of the accounts is located on the Financial Reporting Council's website at [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

### **David Goodwin**

(Senior Statutory Auditor)

Sturgess Hutchinson (Leicester) Limited  
Accountants and Statutory Auditors

**21 NEW WALK LEICESTER LE1 6TE**

16 May 2019

**Income and Expenditure Account  
for the year ended 31 December 2018**

|   | Notes | 2018<br>£        | 2017<br>£        |
|---|-------|------------------|------------------|
| Income from Subscriptions                       |       | 1,109,229        | 1,139,681        |
| Other Income                                    | 3     | 13,923           | 21,753           |
| TUC Projects                                    |       | 60,031           | 65,408           |
| Profit on the disposal of tangible fixed assets | 4     | -                | 1,966,608        |
|   |       | <u>1,183,183</u> | <u>3,193,450</u> |
| Staff costs                                     |       | (764,182)        | (757,473)        |
| Staff recruitment, training and expenses        |       | (25,816)         | (25,551)         |
| TUC Projects                                    |       | (60,031)         | (65,408)         |
| Accommodation costs                             |       | (114,078)        | (115,912)        |
| Operating costs                                 |       | (181,420)        | (124,889)        |
| Committee, conference & affiliation costs       |       | (183,845)        | (197,287)        |
| Financial & legal costs                         |       | (34,940)         | (31,335)         |
| Branch expenditure                              |       | (70,578)         | (62,367)         |
| Deficit on revaluation of investments           |       | (37,478)         | -                |
| <b>(Deficit)/surplus before taxation</b>        |       | <u>(289,185)</u> | <u>1,813,228</u> |
| Tax on (deficit)/surplus                        |       | (967)            | (3,065)          |
| <b>(Deficit)/surplus for the financial year</b> |       | <u>(290,152)</u> | <u>1,810,163</u> |

**Balance Sheet  
as at 31 December 2018**

|   | Notes | 2018<br>£        | 2017<br>£        |
|---|-------|------------------|------------------|
| <b>Fixed assets</b>                                   |       |                  |                  |
| Tangible assets                                       | 6     | 3,841            | 5,762            |
| <b>Current assets</b>                                 |       |                  |                  |
| Debtors   | 7     | 50,163           | 53,883           |
| Cash at bank and in hand                              |       |                  |                  |
| Branches  |       | 30,506           | 46,491           |
| WULF Project Bank Account                             |       | 25,929           | 669              |
| Head Office   |       | 2,683,237        | 2,946,140        |
|   |       | <u>2,789,835</u> | <u>3,047,183</u> |
| <b>Creditors: amounts falling due within one year</b> | 8     | (200,941)        | (59,284)         |
| <b>Net current assets</b>                             |       | <u>2,588,894</u> | <u>2,987,899</u> |
| <b>Net assets</b>                                     |       | <u>2,592,735</u> | <u>2,993,661</u> |
| <b>Reserves</b>                                       |       |                  |                  |
| Office Relocation Reserve                             |       | 250,000          | 250,000          |
| Special Aid Fund                                      |       | (22,579)         | 6,717            |
| Action Fund   |       | 55,530           | 55,530           |
| NAPO Organising Fund                                  |       | 79,570           | 81,270           |
| Branch Support Fund                                   |       | 5,141            | -                |
| General Fund  |       | 2,225,073        | 2,600,144        |
|   |       | <u>2,592,735</u> | <u>2,993,661</u> |

I Lawrence  
General Secretary

K Stokeld  
Vice Chair

Dated: 16 May 2019

## Movement of Funds Summary for the year ended 31 December 2018

|                                   | General Fund     | Office<br>Relocation<br>reserve | Legal &<br>Represent-<br>ation Fund | Action<br>Fund | NAPO<br>Organising<br>Fund | Branch<br>Support<br>Fund | Total            |
|-----------------------------------|------------------|---------------------------------|-------------------------------------|----------------|----------------------------|---------------------------|------------------|
|                                   | £                | £                               | £                                   | £              | £                          | £                         | £                |
| Income                            | 1,183,183        | -                               | -                                   | -              | 1,800                      | -                         | 1,184,983        |
| Expenditure                       | (1,472,368)      | -                               | (109,074)                           | -              | (3,500)                    | -                         | (1,584,942)      |
| Surplus/(deficit) for<br>the year | (289,185)        | -                               | (109,074)                           | -              | (1,700)                    | -                         | (399,959)        |
| Taxation                          | (967)            | -                               | -                                   | -              | -                          | -                         | (967)            |
| Net surplus/(deficit)             | (290,152)        | -                               | (109,074)                           | -              | (1,700)                    | -                         | (400,926)        |
| Transfer between<br>funds         | (84,919)         | -                               | 79,778                              | -              | -                          | 5,141                     | -                |
| Net incoming<br>resources         | (375,071)        | -                               | (29,296)                            | -              | (1,700)                    | 5,141                     | (400,926)        |
| <b>At 1 January 2018</b>          | 2,600,144        | 250,000                         | 6,717                               | 55,530         | 81,270                     | -                         | 2,993,661        |
| <b>At 31 December<br/>2018</b>    | <u>2,225,073</u> | <u>250,000</u>                  | <u>(22,579)</u>                     | <u>55,530</u>  | <u>79,570</u>              | <u>5,141</u>              | <u>2,592,735</u> |

## Notes to the Accounts for the year ended 31 December 2018

### 1 Accounting policies

#### ***Basis of preparation***

The accounts have been prepared under the historical cost convention and in accordance with FRS 102, The Financial Reporting Standard applicable in the UK and Republic of Ireland (as applied to small entities by section 1A of the standard).

#### ***Income***

Incoming subscriptions income includes amounts receivable at the balance sheet date. Income is received from payroll deductions made by the National Probation Service and Community Rehabilitation Companies. It also includes members' direct payments to NAPO.

Royalties are accounted for when received.

#### ***Tangible fixed assets***

Tangible fixed assets are measured at cost less accumulative depreciation and any accumulative impairment losses. Depreciation is provided on all tangible fixed assets, other than freehold land, at rates calculated to write off the cost, less estimated residual value, of each asset evenly over its expected useful life, as follows:

|                                 |                           |
|---------------------------------|---------------------------|
| Freehold buildings              | 2% on cost                |
| Leasehold land and buildings    | over the lease term       |
| Plant and machinery             | over 5 years              |
| Computer Equipment and Software | 25% on written down value |

#### ***Investments***

Investments in subsidiaries, associates and joint ventures are measured at cost less any accumulated impairment losses. Listed investments are measured at fair value. Unlisted investments are measured at fair value unless the value cannot be measured reliably, in which case they are measured at cost less any accumulated impairment losses. Changes in fair value are included in the profit and loss account.

#### ***Taxation***

Corporation Tax is provided on the Association's Bank Deposit interest after allowable deductions.

#### ***Legal and representation fund***

The NEC maintains a Legal and Representation Fund. The fund shall be financed by transfer from the general funds of the Association in accordance with the Constitution.

#### ***NAPO organising fund***

The NEC maintains a NAPO Organising Fund which is financed by branches and from Central funds.

The fund is administered by the Co Chairs (Finance) and General Secretary along with the Finance Officer in accordance with the NEC's provisions.

#### ***Office relocation fund***

The NEC has established a Relocation Fund to contribute to removal costs.

#### ***Branch support fund***

During the year the NEC established a branch support fund to support branches having difficulties in sending members to AGM.

#### ***Pensions***

Contributions to defined contribution plans are expensed in the period to which they relate.



## Notes to the Accounts for the year ended 31 December 2018

### 2 Audit information

The audit report is unqualified.

Senior statutory auditor: Mr David Goodwin  
Firm: Sturgess Hutchinson (Leicester) Limited  
Date of audit report: 16 May 2019

| <b>3 Other Income</b> | <b>2018</b>   | <b>2017</b>   |
|-----------------------|---------------|---------------|
|                       | <b>£</b>      | <b>£</b>      |
| Interest receivable   | 5,092         | 15,327        |
| Other income          | 8,831         | 6,426         |
|                       | <u>13,923</u> | <u>21,753</u> |

### 4 Sale of Property

During 2017 the union sold its freehold property at 4 Chivalry Road, London SW11 1HT for £2,100,000. The union made a provisional claim for rollover relief of the chargeable gain arising on the sale as it is the intention of the union to reinvest the proceeds in the purchase of replacement office premises within three years of the date of sale.

The chargeable gain has been calculated at £1,605,963 which at the current corporation tax rate of 19.25% gives a potential tax charge of £309,148. This amount would be due on 30 September 2017 if the proceeds are not reinvested. A reduced amount would be due if the proceeds are partially reinvested.

| <b>5 Staff Costs</b>  | <b>2018</b>    | <b>2017</b>    |
|-----------------------|----------------|----------------|
|                       | <b>£</b>       | <b>£</b>       |
| Wages and salaries    | 627,905        | 627,349        |
| Social Security costs | 68,637         | 65,531         |
| Other Pension costs   | 67,640         | 64,593         |
|                       | <u>764,182</u> | <u>757,473</u> |

| <b>General Secretary</b> | <b>2018</b>   | <b>2017</b>   |
|--------------------------|---------------|---------------|
|                          | <b>£</b>      | <b>£</b>      |
| Wages and salaries       | 72,295        | 71,831        |
| Social Security costs    | 8,776         | 8,788         |
| Other Pension costs      | 2,892         | 1,503         |
|                          | <u>83,963</u> | <u>82,122</u> |

**Notes to the Accounts  
for the year ended 31 December 2018**

**6 Tangible fixed assets**

|                       | <b>Computer<br/>equipment<br/>&amp; software<br/>£</b> |
|-----------------------|--|
| <b>Cost</b>           |  |
| At 1 January 2018     | 8,995  |
| At 31 December 2018   | <u>8,995</u>   |
| <b>Depreciation</b>   |  |
| At 1 January 2018     | 3,233  |
| Charge for the year   | 1,921  |
| At 31 December 2018   | <u>5,154</u>   |
| <b>Net book value</b> |  |
| At 1 January 2018     | <u>5,762</u>   |
| At 31 December 2018   | <u>3,841</u>   |

**7 Debtors**

|               | <b>2018<br/>£</b> | <b>2017<br/>£</b> |
|---------------|-------------------|-------------------|
| Trade debtors | 31,472            | 32,073            |
| Prepayments   | 5,327             | 15,348            |
| Other debtors | 13,364            | 6,462             |
|               | <u>50,163</u>     | <u>53,883</u>     |

**8 Creditors: amounts falling due within one year**

|                                    | <b>2018<br/>£</b> | <b>2017<br/>£</b> |
|------------------------------------|-------------------|-------------------|
| Bank loans and overdrafts          | 76,002            | -                 |
| Taxation and social security costs | 967               | 3,065             |
| Other creditors                    | 123,972           | 56,219            |
|                                    | <u>200,941</u>    | <u>59,284</u>     |

## Notes to the Accounts for the year ended 31 December 2018

### 9 Movement of Funds

#### Office Relocation Reserve Fund

The fund has been created in order to help fund the cost of NAPO moving to new offices.

#### Legal and Representation Fund

The fund may be used for granting legal assistance on behalf of members or for any other purposes that the Officers of the Association, members of the National Executive Committee or Annual General Meeting may from time to time determine.

#### Action Fund

The Action Fund was established to help offset financial loss suffered by members taking bona fide industrial action.

#### Branch Support Fund

During the year the NEC established a branch support fund to support branches having difficulties in sending members to AGM.

### 10 Pension commitments

The union operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the union, in an independently administered fund. The pension cost charge represents contributions payable by the union to the fund and amounted to £67,640 (2017 - £64,593). No contributions were due at the year end or at the previous year end.

## National Office Detailed Income and Expenditure Account for the year ended 31 December 2018

|   | 2018<br>£ | 2017<br>£ |
|---|-----------|-----------|
| Membership Subscriptions                | 1,109,229 | 1,139,681 |
| Bank Deposit Interest                   | 5,092     | 15,327    |
| TUC ULR Project                         | 60,031    | 65,408    |
| Profit on sale of land and<br>buildings | -         | 1,966,608 |
| Sundry Income                           | 5,748     | 2,047     |
|   | 1,180,100 | 3,189,071 |
| <b>Staff costs</b>                      |           |           |
| Salaries, Pension, National Ins         | 764,182   | 757,473   |
| Staff Recruitment                       | 3,983     | -         |
| Staff Training                          | 5,579     | 9,006     |
| Staff Expenses                          | 16,254    | 16,545    |
|   | 789,998   | 783,024   |
| <b>TUC ULR Project</b>                  | 60,031    | 65,408    |
| <b>Accommodation costs</b>              |           |           |
| Rates, Light & Heat                     | 14,106    | 16,536    |
| Rent & Service Charge                   | 95,107    | 95,110    |
| Insurance                               | 2,219     | 2,235     |
| Professional Indemnity Insurance        | 1,952     | 1,893     |
| Sundry                                  | 695       | 138       |
|   | 114,079   | 115,912   |
| <b>Operating costs</b>                  |           |           |
| Print, Stationery & Equipment           | 9,486     | 8,736     |
| Reference Books & Papers                | 176       | -         |
| Postage                                 | 10,148    | 8,571     |
| Office Move                             | -         | 11,689    |
| Telephone                               | 4,806     | 6,459     |
|   | 24,616    | 35,455    |
| Computer Equipment & Support            | 116,707   | 54,399    |
| Cost of Publications                    | 38,176    | 33,114    |
| Depreciation                            | 1,921     | 1,921     |
|   | 156,804   | 89,434    |

**National Office Detailed Income and Expenditure Account  
for the year ended 31 December 2018**

**Committee, Conference &  
Branch Costs**

|                                   |                |                |
|-----------------------------------|----------------|----------------|
| Committee Expenses                | 51,410         | 50,330         |
| Cost of Conferences               | 48,257         | 73,757         |
| Branch Grant                      | 34,223         | 41,918         |
| Branch Conference Funding         | 17,657         | 11,017         |
| Branch Training                   | 1,181          | 204            |
| Health & Safety Training          | 2,301          | 2,036          |
| Members Service (Parliament Hill) | 6,917          | 6,600          |
| P&L Adjustment                    | -              | (1,312)        |
| T-shirts                          | 1,285          | -              |
| Strategy for Growth (Comms)       | 6,410          | -              |
| Consultancy                       | 8,568          | 4,644          |
| Welsh Language Translations       | 336            | -              |
| Membership Recruitment            | 2,897          | 4,087          |
|                                   | <u>181,442</u> | <u>193,281</u> |

**Subscriptions & Affiliations**

|            |               |               |
|------------|---------------|---------------|
| TUC Fees   | 13,908        | 14,619        |
| Other Fees | 1,808         | 2,558         |
| GFTU Fees  | 4,899         | 5,167         |
|            | <u>20,615</u> | <u>22,344</u> |

|                  |               |               |
|------------------|---------------|---------------|
| Edridge Donation | 11,537        | 17,457        |
|                  | <u>11,537</u> | <u>17,457</u> |

**Campaign/Media/Parliamentary**

|        |               |               |
|--------|---------------|---------------|
| Work   | 7,924         | 10,974        |
| Ballot | 13,829        | 6,166         |
|        | <u>21,753</u> | <u>17,140</u> |

**Financial Costs**

|                                    |               |               |
|------------------------------------|---------------|---------------|
| Audit Fee                          | 9,500         | 10,500        |
| Bank Charges                       | 5,617         | 8,417         |
| Legal & Professional Fees          | 19,823        | 12,418        |
| Loss on revaluation of investments | 37,478        | -             |
|                                    | <u>72,418</u> | <u>31,335</u> |

|  |                    |                    |
|--|--------------------|--------------------|
|  | <u>(1,453,293)</u> | <u>(1,370,790)</u> |
|--|--------------------|--------------------|

|  |                  |                  |
|--|------------------|------------------|
| <b>National Office Surplus before taxation</b> | (273,193)        | 1,818,281        |
| Less: Branch Office Deficit                    | (15,992)         | (5,054)          |
| <b>Total Surplus before taxation</b>           | <u>(289,185)</u> | <u>1,813,227</u> |

**Branches - Detailed Income and Expenditure Account  
for the year ended 31 December 2018**

|  | <b>2018</b>     |               | <b>2017</b>    |
|--|-----------------|---------------|----------------|
|  | <b>£</b>        |               | <b>£</b>       |
| Grants from National Office                                  | 34,631          |               | 41,918         |
| Hardship Grant   | 3,500           |               | 1,600          |
| Conference Funding from<br>National Office                   | 17,249          |               | 11,017         |
| Individual Contributions                                     | 2,026           |               | 575            |
| Members Account  | -               |               | 2,647          |
| Sundry Income  | 687             |               | 1,156          |
|  | <u>58,093</u>   |               | <u>58,913</u>  |
| <b>Branch Expenses</b>                                       |                 |               |                |
| Expenses of Other Officials                                  | 12,340          | 15,588        |                |
| Printing, Postage & Stationery                               | 630             | 234           |                |
| Branch Refund  | 759             | -             |                |
| Branch Meetings  | 7,469           | 8,261         |                |
| Bank Charges   | 551             | 546           |                |
| Adj to Northern Ireland bank<br>account                      | (1,404)         | -             |                |
| Training   | 274             | 2,163         |                |
| Donations  | 936             | 1,063         |                |
| Transfer to Organising Fund<br>(Leicestershire & Rutland AC) | -               | 385           |                |
| Cost of Annual & Branch<br>Conference                        | 45,629          | 32,101        |                |
| Member Account   | 1,615           | 42            |                |
| Other Branch Expenses  | 5,286           | 3,584         |                |
|  | <u>74,085</u>   | <u>63,967</u> |                |
| <b>Surplus before taxation</b>                               | <u>(15,992)</u> |               | <u>(5,054)</u> |
| Charged to General Fund                                      | 70,578          |               | 62,367         |
| Transfer from NAPO Organising<br>Fund                        | 3,500           |               | 1,600          |
|  | <u>74,078</u>   |               | <u>63,967</u>  |

**Publications Account  
for the year ended 31 December 2018**

|                                       | <b>2018</b>     |  | <b>2017</b>     |
|---------------------------------------|-----------------|--|-----------------|
|                                       | <b>£</b>        |  | <b>£</b>        |
| <b>Cost of Publications</b>           |                 |  |                 |
| Printing Newsletter                   | 18,342          |  | 10,877          |
| Probation Journal                     | 62,153          |  | 62,343          |
| CAFCASS Journal                       | 2,300           |  | 2,500           |
| Postage - Newsletter & Journal        | 500             |  | 317             |
|                                       | <u>83,295</u>   |  | <u>76,037</u>   |
| <b>Less:</b>                          |                 |  |                 |
| Inserts Journal & Newsletter          | -               |  | -               |
| <b>Income from other publications</b> |                 |  |                 |
| Royalties Probation Journal           | 44,909          |  | 42,623          |
| Sundry Publications                   | 210             |  | 300             |
|                                       | <u>(45,119)</u> |  | <u>(42,923)</u> |
| <b>Total cost of Publications</b>     | <u>38,176</u>   |  | <u>33,114</u>   |



**Conference Account  
for the year ended 31 December 2018**

|                                      |          | <b>2018</b>   |          | <b>2017</b>   |
|--------------------------------------|----------|---------------|----------|---------------|
|                                      |          | <b>£</b>      |          | <b>£</b>      |
| Cost of Annual Conference            | 53,108   |               | 72,812   |               |
| Less: Registration Fees              | (11,148) |               | (12,568) |               |
| Net Cost of Annual Conference        |          | 41,960        |          | 60,244        |
| Cost of Family Court Conference      | 1,797    |               | 4,041    |               |
| Less: Registration Fees              | (30)     |               | (90)     |               |
| Net Cost of Family Court Conference  |          | 1,767         |          | 3,951         |
| Women in NAPO Conference             | -        |               | 6,887    |               |
| Less: Registration Fees              | -        |               | (2,980)  |               |
| Net Cost of Women in NAPO Conference |          | -             |          | 3,907         |
| Cost of PSO Conference               | 1,900    |               | 5,815    |               |
| Less: Registration Fees              | -        |               | (636)    |               |
| Net Cost of PSO Conference           |          | 1,900         |          | 5,179         |
| TUC Conferences                      | 1,691    |               | 635      |               |
| Other Project Income                 | 499      |               | (159)    |               |
| Other Conferences                    | 440      |               | -        |               |
| Total Cost of Other Conferences      |          | 2,630         |          | 476           |
| <b>Total cost of Conferences</b>     |          | <b>48,257</b> |          | <b>73,757</b> |



# List of common abbreviations

ABPO – Association of Black Probation Officers  
 ACAS - Advisory, Conciliation and Arbitration Service  
 AEP - Association of Educational Psychologists  
 AGM – Annual General Meeting  
 AGS – Assistant General Secretary  
 APL – Accreditation of Prior Learning  
 ARO – Anti-Racism Officer  
 AT – Assistive Technology  
 BAME – Black Asian and Minority Ethnic  
 DAWN - Disability Advocacy Wellbeing Network  
 CA – Constitutional Amendment  
 Cafcass – Children and Family Court Advisory and Support Service  
 CB – Cross bencher  
 CCC – Children Contact Centre  
 CEO – Chief Executive Officer  
 CJS – Criminal Justice System  
 CNC – Cafcass Negotiating Committee  
 COSOP – Cabinet Office Statement of Practice (on staff transfers in the Public Sector)  
 CPD – Continued Professional Development  
 CRC – Community Rehabilitation Company  
 DD – Deputy Director  
 DfE – Department for Education  
 DV – Domestic Violence  
 E3 – Effectiveness, Efficiency, Excellence Programme (in the NPS)  
 ECMS – Electronic Case Management System  
 EDM – Early Day Motion  
 EHRC – Equality and Human Rights Commission  
 EIA – Equality Impact Assessment  
 ERO – Equal Rights Officer  
 FCA – Family Court Adviser  
 FCC – Family Court Committee  
 FCJ – Family Court Journal  
 FCUPG – Family Court Unions’ Parliamentary Group  
 FSC – Family Court Section

FSW – Family Support Worker  
 FTE – Full Time Equivalent  
 GFTU – General Federation of Trade Unions  
 GMB/SCOOP – The union GMB / Society of Chief Officers of Probation  
 GSCC – General Social Care Council  
 H&S – Health & Safety  
 HCPC – Health and Care Professions Council  
 HEI – Higher Education Institutions  
 HMCS – Her Majesty’s Court Service  
 HMPPS – Her Majesty’s Prison and Probation Service  
 HR – Human Resources  
 HRBP – Human Resources Business Partner  
 HSE – Health and Safety Executive  
 HSSG – Health & Safety Steering Group  
 IAG – Information, Advice and Guidance  
 ICCJ – Issues in Community and Criminal Justice  
 ICT – Information and Communication Technology  
 IDC – Interdisciplinary Alliance for Children  
 IT – Information Technology  
 JNC – Joint Negotiating Committee  
 JNCC – Joint Negotiating Consultation Committee  
 JUPG – Justice Unions’ Parliamentary Group  
 LA – Learning Agreement  
 LAGIP – Lesbians, Gay Men, Bisexuals & Transgendered people in Probation and the Family Courts  
 LDU – Local Delivery Unit  
 LGB&T – Lesbian, Gay, Bi-Sexual & Transgender  
 LGPS – Local Government Pension Scheme  
 LPC – Learning Partnership Committee  
 LtP – Licence to Practice  
 MIAM - mediation information and assessment meetings  
 MP – Member of Parliament  
 MoJ – Ministry of Justice  
 NAAPS – National Association of Asian Probation Staff  
 nDelius – National DELIUS (Delivering Information to

Users)

NDSN – National Disabled Staff Network

NEC – National Executive Committee

NNC – National Negotiating Council

NOMS – National Offender Management Service

NPC – National Partnership Committee

NPS – National Probation Service

NVQ – National Vocational Qualification

OASys-R – Offender Assessment System-Revised

OFF - Officer

OFSTED – Office for Standards in Education, Children’s Services and Skills

OM – Offender Management/Manager

PA – Probation Association

PAM – Professional Associate Member

PbR – Payment by Results

PCA – Probation Chiefs Association

PCC – Police and Crime Commissioner

PCF – Probation Consultative Forum

PCS – Public and Commercial Services union

PI – Probation Institute

PIPP – Pride in Prison and Probation

PO – Probation Officer

POA – Prison Officers Association

PQAB – Probation Qualifications Assurance Board

PQF – Probation Qualifications Framework

PQIP – Professional Qualification in Probation

PSLG – Public Service Liaison Group

PSO – Probation Service Officer

PSQAP – Professional Standards and Qualifications Advisory Panel

PTLA – Pathways to Learning for All

RISE - Racial Inclusion & Striving for Equality

RSR - Risk of Serious Recidivism (risk assessment tool)

RIDDOR - Reporting of Injuries, Diseases and Dangerous Occurrences Regulations, 1995

SA – Staff Association

SAGM – Section Annual General Meeting

SALFA – Sustainable Access to Learning For All

SARs – Specified Activity Requirements

SAP – Systems Applications Product

SCCOG - Standing Committee for Chief Officer Grades

SEC – Section Executive Committee

SFO – Serious Further Offence

SGM – Special General Meeting

SM – Service Manager

SMT – Senior Management Team

SPO – Senior Probation Officer

SPOC – Single Point of Contact

SW – Social Work

TR – Transforming Rehabilitation

TRCF – Transforming Rehabilitation Consultative Forum

T&S – Travel and Subsistence

TUC – Trades Union Congress

TUCG – Trade Union Coordinating Group

TUPE – Transfer of Undertakings (Protection of Employment)

TUO – Trade Union Organisation

UHSS – Union Health & Safety Specialists

ULR – Union Learning Rep

ULF – Union Learning Fund

VQ3/5 – Vocational Qualification Level 3/5

WiN – Women in Napo

WSW – Women Safety Worker

