

Probation | Family Courts



Annual Report & Constitution 2019/20

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Introduction

Mission not yet fully accomplished

By any standards some of the events that have impacted on our members and the wider world since we left AGM in Cardiff last year, are almost unbelievable.

Who could have forecast the tragedy and horror of at least 40,000 deaths in our communities during a C-19 Pandemic that has seen a litany of mis-management and neglect. The most serious allegation that they were simply too slow to act when the impending threat was there for all to see, has yet to be accounted for.

Napo's response to the crisis given our size and resources compared to our sister unions was quite remarkable. First was the need to urgently engage with the highest levels of senior management across all the employers where we are recognised, and Government Ministers. Here we insisted on our involvement in the planning and implementation of Exceptional Delivery Models and have issued regular updates to our members to keep them apprised of our work.

We have also launched specific Health and Safety training and have seen a welcome increase in representatives and contacts to help us resist the potential spread of this dreadful virus to staff and clients. We have also been successful in securing time for our representatives to play an important part in this work

Not that the recovery process has been somehow easier as have tried to make sense of the latest advice from Government that all too often fails to match the reality of the real world.

Judging by our survey results working permanently from home has been a mixed picture for our members with a significant number of you reporting that it brings pressures of a different kind. I look forward to hearing more about these experiences at the AGM as we start to build our future negotiating strategies to deal with the 'new normal.'

No time to gloat

From a campaigning perspective, the announcement of the Government U-turn on the future structure of Probation did much to reverse the sense of despair that had permeated into the profession. This ultimate triumph over a flagship privatisation policy has been heralded as a major achievement by politicians, the media and our sister unions across the TUC. Our members can be proud of their part in a campaign that might just as easily have been entitled: 'We refused to give up hope.'

Since then we have worked hard to conclude negotiations on the terms of transfer for CRC staff to the NPS or a Dynamic Framework Provider. At the time of writing, we are due to present the outcomes of those discussions in a ballot of our CRC members with a firm recommendation that the Staff Transfer and Protections Agreement is the best arrangement that it was possible to secure.

If this is accepted, then CRC owners should understand that they need to raise their game on paying their staff (who have helped to keep the CRCs afloat) a decent wage prior to their transfer and treating them with the respect and dignity that they deserve.

Meanwhile we continue to promote our vision of what a future Probation service should look like and there will be many opportunities for members to offer their views on this at AGM and beyond.

Justice on Pay

By far the biggest source of anger amongst our NPS membership has been the delay in receiving their expected pay progression. Our reports to the AGM explain more of the detail behind this, and at the time of writing negotiations were due to recommence. I hope that by the time we reach AGM we will have some positive news to share at last.

Pride in our members

Across the other sections of Napo, we continue to receive loyal support from our members working in the Probation Board Northern Ireland. It has been a personal privilege to work with our representatives here again as we seek to make a meaningful breakthrough on pay after years of austerity.

In Cafcass, a revitalised Family Court Section have made great strides in their engagement with the employer and can be proud of the campaigning work

that they have been involved in. This has resulted in a successful operational response to the threat of C-19 and has helped to bring pressure to bear on the employer to find much needed additional resources for staffing. As always there is much still to do, but I have been impressed with the enthusiasm and professionalism they have shown.

Our wider objectives

The above is just a snapshot of the work that has gone on to promote and protect the interests of our members across 23 employers. I relish the accountability session at AGM which itself, is taking place in a way that not so long ago would have been thought impossible. Despite the dreadful threats that all of us and our families are facing right now, these are exciting times for Napo as we target a major increase in our membership. We can achieve that with your help and ensure that this union is there for future generations of members.

Enjoy AGM and please participate whenever you can from wherever you are.

Ian Lawrence
General Secretary

OFFICERS AND STAFF OF THE ASSOCIATION

ELECTED OFFICERS 2019-20

Chairs	Katie Lomas
Vice- Co-Chairs (Cafcass)	Jay Barlow Nicola Taylor-Ebong
Vice Chairs (Probation)	Iqbal Bhogal Siobhan Foreman Carole Doherty (Interim Vice-Chair)
Vice-Chair (Finance)	Keith Stokeld

STAFF

General Secretary	Ian Lawrence
Acting Assistant General Secretary	Ranjit Singh
National Officials	Tania Bassett (Press, Parliamentary, Campaigns) Sarah Friday (Health and Safety) Annoesjka Valent (AGM, Trade Union Organisation)
Finance Officer Finance Assistant	Theresa Boorman Liz Manville
Office Operations Manager	Keith Waldron
Administrators	Anne Burbidge Taytula Burke Kath Falcon Cynthia Griffith Jacqui Paryag Shireena Suleman Jermaine Ngobeh
ULR Manager (Wales)	Ian Freshwater

Affiliations for 2020

Abortion Rights
Amnesty International
Article 39
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 (National Vice-Chairs), David Raho (Acting National Vice-Chair from November to October 2019), Denice James (National Vice-Chair until January 2020), Mairead Finn (National Vice-Chair January to June 2020), Carole Doherty (Interim National Vice-Chair from July 2020), Jay Barlow and Nicola Taylor-Ebong (from November) (National Vice Co-Chairs Cafcass) and Keith Stokeld (Vice-Chair Finance)
- Branches:** Each branch is entitled to send one of its two elected representatives to each NEC meeting
- Representatives:** Maureen Vernon (Staffordshire and West Midlands)
- NEC Black Reps:** Nizam Salyani (London)
- Officials:** Ian Lawrence (General Secretary)
Dean Rogers (Assistant General Secretary until December 2019)
Ranjit Singh (National Official and Acting Assistant General Secretary from April 2020)
Tania Bassett (National Official)
Sarah Friday (National Official)
Annoesjka Valent (Temporary National Official from June 2020)
Theresa Boorman (Finance Officer)
- Administrator:** Annoesjka Valent (until June 2020) and Jermaine Ngobeh (from June 2020)

- 1. Meetings.** The NEC has met five times since the last annual report was written: scheduled meetings in September and November of 2019 and in March and June of 2020; and a Special NEC in July 2020. The Special NEC was to consider constitutional amendments to go to AGM in October. The NEC oversees the work of all Napo's standing committees and networks 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. 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).
- 3. Employers' issues.** At the end of 2019 Assistant General Secretary Dean Rogers left Napo to take up a new role with the Society of Radiographers. NEC wish Dean well in his new role. Following consultation with the Napo

staff Trade Union Reps it was decided not to make a permanent appointment to replace the Assistant General Secretary at this point but instead to offer opportunities for temporary act up positions to support internal development and offer flexibility. In April 2020 Ranjit Singh was appointed Acting Assistant General Secretary for 12 months to take on those aspects of the AGS role relating to legal and representation matters. In June 2020 Annoesjka Valent was appointed Temporary National Official for 12 months to create additional resource and take on some parts of Ranjit's role. At the same time Jermaine Ngobeh was appointed Administrator to the General Secretary on a part time basis for 12 months to backfill part of Annoesjka's role.

4. **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 2019 are included in this annual report.
5. **Disputes.** The NEC receives regular reports regarding branch disputes. No **registered** disputes were reported by branches over the period covered by this report.

6. **Motions.**

Category C motions (if passed by NEC become policy), were passed on:-

- Foundations of Institutional Bullying (Carried at the November NEC)
 - The Far Right (Carried at the November NEC)
 - Group Work Programmes (Carried at the November NEC)
 - Cafcass needs a new home (Carried at the November NEC)
 - Branch funding (Carried at the June NEC)
7. **Emergency Motions.** A number of motions were brought to the NEC in March on the Covid-19 pandemic. These were noted and subsumed in the main discussion on Covid-19, reported on below.
 8. **COVID-19.** The March NEC (which was held by teleconference) discussed Napo's responses to the Covid-19 crisis in depth and agreed a number of measures, including:
 - The impact of travel restrictions on Napo business,
 - How restrictions affected the NEC and activists in branches,
 - Advice to National and local reps on conducting representation,

- Processes for discussions with the employers and the issuing of regular advice to members in relation to service operational issues.
- Working arrangements for Napo staff.

9. **Operational Plan and Strategic Objectives.** The November meeting of the NEC agreed Napo's operational Plan 2020 and this was sent out to branches (NEC52/2019) in 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.

10. **Strategy for Growth.** The September NEC received a comprehensive update on the Strategy for Growth, which concluded at the end of 2019. A new strategy document (OFF 37-2019), which builds on a resolution of the 2017 AGM about the future of Napo and the work commenced under the strategy for growth to develop the strategy for 2020-2022, was adopted by the November NEC.

2017 AGM resolution

Napo – the future

Napo has existed for over a hundred years and is now the only Trade Union and Professional Association representing the industrial and professional interests of Probation and Family Court staff. In the last few years Napo has faced significant threats, from Transforming Rehabilitation devastating the Probation profession in England and Wales, to the cynical cancellation of check off in the NPS. In addition, the nature of the workforces we represent is changing and the proportion of retired members is increasing. We need to be as relevant, engaging and supportive to new entrants to Probation and Family Courts as we are to existing members.

This AGM:

- *notes the reports from the Officers, Officials and the NEC of efforts being made to change the way that Napo operates to better respond to the new world of work that exists across all employers;*
- *endorses the commitment made by the Officers and NEC to work to maintain Napo as an independent Trade Union and Professional Association for Probation and Family Courts;*
- *instructs Officers, Officials and NEC to prioritise work which contributes to this commitment and to take account of this in their decision making throughout the year.*

11. **NEC Committees.** The November NEC took a decision to disband National Committees (apart from the Constitutional Committees such as Probation Negotiating Committee, Cafcass Negotiating Committee, Family Court Committee, Probation Editorial Board, Family Court Editorial Board, Steering and Equal Rights Committee) in their current form and instead form networks for the following areas of work: Professional and Training Network, Campaigning Network, Health and Safety Network, Trade Union Organisation Network, Women in Napo Network, Napo Black Network, Manager Members Network, Retired Members Network, and networks for members in the same professional areas such as AP, Courts and Victim work.
12. **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.
13. **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.
14. **Trade Union Congress (TUC).** Congress 2019 took place in Brighton. Napo's two motions entitled 'A Public Enquiry into Transforming Rehabilitation' and 'Stop Government Recidivism on Rehabilitation' were composited into one by the TUC and carried. Napo also seconded FDA union's motion on Justice and a joint emergency motion submitted with the POA on OMiC. Napo's delegation to Congress consisted of General Secretary, Ian Lawrence, and National Chair, Katie Lomas.

Ian Lawrence, General Secretary, was again elected unopposed in Section F (Black Members' Smaller Unions of less than 200k members) on the General Council for 2019/20.

The 2020 Congress will be a virtual event. Napo's delegation will be General Secretary Ian Lawrence and National Chair Katie Lomas. Napo's motions will be on 'Rebuilding the Probation Service' and 'Cafcass Services Need the Right Support from Government'.

15. **TUC Women's Conference.** Napo's delegation consisted of Angela Thompson (Staffordshire and West Midlands), Iqbal Bhogal (National Vice-Chair) and Sarah Friday (National Official). Napo submitted a motion entitled 'Inadequate Maternity Care in Prisons'.

16. The TUC Black Workers Conference, TUC Disabled Workers' Conference. and the TUC Lesbian Gay Bisexual and Trans Conference (LGBT+), were cancelled due to Covid-19 restrictions.

17. Welsh TUC Congress. Was also cancelled due to Covid-19 Restrictions.

Cafcass Negotiating Committee

Jay Barlow National Co Vice-Chair
Nicola Taylor- Ebong National Co Vice-Chair
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
Ian Lawrence– Official (General Secretary)

- 1. Membership.** In accordance with the Napo Constitution the Cafcass Negotiating Committee is generally elected at the Family Court Section AGM. However, this was not quorate in 2019 so the previous membership has pertained. The membership of the Committee is set out in the Family Court Section Constitution.

Nicola Taylor-Ebong and Jay Barlow were ratified as co vice-chairs (Cafcass) by the NEC on 26/11/19.

- 2. Meetings.** The Committee has met on five occasions during the year, (22/1; 29/4; 4/6; 2/7; 11/8). 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 started to hold meetings in various parts of the country last year, in order to facilitate members joining in part of the meetings. However, with the advent of lockdown (Covid19), all our meetings since March have been virtual by video. This has meant that we have also been able to meet for short virtual meetings somewhat more frequently than usual.

Nicki Kenney, Steve Hornby, Nicola Taylor-Ebong and Jay Barlow have been meeting at least weekly with senior management and HR since the Covid19 lockdown and have been heavily involved in negotiations and protocols as a result of the pandemic and necessary health and safety implications.

- 3. Partnership Meetings.** We have attended four Partnership meetings with Cafcass management since the last Napo AGM (17/10/19; 8/3/20; 27/4; 17/7). We have a well-developed working relationship but, despite this, have made little progress in terms of pay (restrictions re Civil Servants) although Cafcass have

previously wanted to pay a higher raise than allowed. Pay talks are due to begin for this year although we do not have dates as yet.

- 4. Drug and alcohol at work policy.** We have made detailed submissions suggesting amendments to the Cafcass drug and alcohol at work policy which are currently being considered by the employers.
- 5. Overtime, toil and unsocial hours.** We have recently concluded negotiations to amalgamate our overtime, toil and unsocial hours polices, which were agreed back in 2007, into one consistent and streamlined policy. We have successfully retained all of the positive provisions from these policies while also achieving greater clarity, which we hope will lead to a more consistent application. Moreover, the fact that this is a newly ratified policy will avoid the tendency that some managers have had to disregard some aspects of the policy and try and make the rules up themselves on the basis that the policy was outdated.
- 6. 2019 AGM Resolutions.** There were no resolutions passed at the 2019 AGM. The one that we had was not debated. This was then ratified by the November NEC. The focus of the motion was “a new home for Cafcass” and we wanted to move from the MoJ to the Department of Education. Campaigning committee have been working on this and a similar motion has been agreed for the TUC conference.
- 7. Workloads.** As last year, workloads continue to be a major issue with staff consistently working for longer hours than they are paid for. Currently, there is a 7% increase in application to the Family Courts than from corresponding months last year. Cafcass acknowledge that workloads are at an all time high and that work will have to be prioritised if more resources are not forthcoming (these have been requested). Napo have offered support with this.
- 8 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.

Campaigning Network

Members:	Ruth Oval (Western Branch) Su McConnell (Napo Cyuru) Kate Smith (East Midlands Branch) Terry Wilson (London Branch)
Officers:	Jay Barlow Siobhan Foreman
Official:	Tania Bassett (National Official)
Administrator:	Taytula Burke

1. Much of the network's work was affected by the Covid 19 lockdown as much of the MOJ's time was focused on developing the Exceptional Delivery Model and recovery. However, the network decided to focus on the work we could achieve in the latter part of the year.

2. Update on motions allocated to the Network.

a) **Moving Cafcass to Department of Education.** This motion was not discussed at AGM because of time constraints, but was subsequently carried by the NEC. Jay Barlow, National Vice-Chair Cafcass, had spoken to the new Chief Executive of Cafcass who is in support, but is wary of being seen to openly criticise the MoJ. The committee agreed that this issue should be raised alongside Napo's existing concerns around members being civil servants. At the time of writing this report the network had agreed to submit parliamentary questions to Robert Buckland MP and Vicky Ford MP about where Cafcass should best sit, arguing that it needs to be aligned with social workers and education. A letter will also be submitted to the Justice Unions Parliamentary Group to raise the issue on Napo's behalf.

b) **Integrated service.** Following the announcement on 11 June 2020, this motion has now been achieved. As such the network has focused motions for 2020 AGM on Napo's remaining demands: Release from prison, out of the civil service, a return to evidence based practice and a probation service embedded in local communities.

c) **Homeless and broke on release.** The committee noted benefits were being made available immediately for prisoners upon release because of Covid-19. This is being organised by TTG services. At the time of writing, the network had agreed to ask the Probation Consultative Forum if their plan is to embed this procedure in the long term working strategy since it has worked so effectively, or whether it is just an emergency response.

d) **Calling for an Independent Probation Service.** This motion has now been incorporated in a new motion for 2020 AGM alongside Napo's other demands.

- e) **Prison is no place for children.** Following this motion being passed the network checked to see if Napo was affiliated to Article 39. This has been achieved and Napo has shown ongoing support for Article 39 in their campaign to protect children safeguarding measures.
- f) **The shame is with the leadership not the professionals who deliver.** The committee felt that this should be strongly linked with the lack of training for SPOs as well as excessive workloads. Terry Wilson, Chair of the network, had drafted a letter to the Inspectorate raising Napo's concerns about individuals being blamed for systemic failings. Napo will publish the response from the Inspectorate if permission is granted.
- g) **The Future of the Probation Service.** The network discussed the fact that it may be useful for an article to be written exploring how Probation can return to core values in the 'modern' world. The network felt that in light of the reunification of probation the landscape going forward had significantly changed. It also noted that this is the title of AGM 2020 where a range of ideas will be discussed in fringe meetings and motions. The network has agreed to review this motion after the AGM.

Editorial Board

Probation Journal

Members:

Nicola Carr (University of Nottingham) Editor

Emma Cluley (Cheshire and Greater Manchester) Managing Editor

Steve Collett (Merseyside/Retired)

Olivia Henry (Western)

Peter Marston (Cumbria and Lancashire) Book Review Editor (Stepped down July 2020)

Shelly-Anne McDermott (London/Independent)

Fergus McNeill (University of Glasgow)

Jake Phillips (Sheffield Hallam University)

David Raho (London) Book Review Editor

Gwen Robinson (University of Sheffield)

Ruth Storey (South Yorkshire)

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 87,116 total downloads of PJ articles in 2018, which is an increase from previous years (74,883 2017). 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 2019 (YTD) there were 59,382 downloads. This figure is slight increase compared with the previous year's figure at the same point in time. The most downloaded article in 2018* was '*A Rapid Evidence Assessment of the effectiveness of prison education in reducing recidivism and increasing employment*' by Chris Fox, Kirstine Szifris, Mark Ellison, Rachel Horan with 2083 downloads of the article. (*2019 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 107, 255 visits to the Probation Journal web-page in 2018 from 182 countries, collective viewing 173,115 pages. The royalty earned by the Probation Journal in 2018 was £43,147.76. (The 2019/20 Royalty Statement is awaited from the publishers.).

4. **Board Meetings and Board Composition.** The editorial board continues to meet every three months and remains a very strong and highly committed team. We are seeking 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. The composition of our International Advisory Board consists of expert practitioners and academics worldwide. Peter Marston had responsibility for book reviews in 2018/19. 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: domestic violence and women's desistance; peer mentoring; and the needs of older probation clients. 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 2019 was awarded to Jane Dominey for her paper: 'Probation supervision as a network of relationships: Aiming to be thick not thin'. This will be formally announced in the September 2020 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. 11) was published in 2019 entitled '*What can we learn from Learning Together? Exploring, embracing and enhancing criminal justice-higher education learning partnerships*' by Helena Gosling. The access to the on-line copy was made available free of charge by Napo as a small gesture in memory of Jack Merritt and Saskia Jones who lost their lives during the tragic events at the Learning Together Conference, at Fishmongers' Hall in London.

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 are being used to inform the development of the Probation Journal. The editorial board welcomes comments, suggestions and submissions, and is always willing to discuss submissions with potential authors.

Equal Rights Committee

Members:	Richard Clarke (East Anglia Branch) Pauline Hughes (Kent, Surrey and Sussex Branch)
Link Officer:	Ikki Bhogal
Link Official:	Ranjit Singh
Administrator:	Shireena Suleman

1. Two members are registered as Committee members. Due to the lockdown it has not been possible for the committee to hold a first meeting. Therefore, where possible the work relating to the committee has been undertaken by the Link Officer and Link Official. However due to the restrictions imposed by the pandemic and the union's focus on dealing with the consequences of Covid -19 work has been limited as resources had to be prioritised. There was one motion allocated to Equal Rights Committee. Progress on this has been carried out by the Link Official and Officer.
2. **AGM Motions – Dyslexia.** The objective of this motion was to raise awareness of Dyslexia and to encourage employers to provide dyslexia awareness training. Napo has approached the Civil Service Dyslexia and Dyspraxia Network to explore ways how Napo and the network can work together to make sure that staff with dyslexia can achieve their true potential in the workplace and how we can increase awareness of the condition and celebrate neurodiversity.
3. **TUC Conferences.** All the TUC conferences this year, apart from the Women's TUC Conferences, were cancelled due to the pandemic.
4. **Black Lives Matter.** The killing of George Floyd by the police in the US, sparked a wave of protests across the world under the banner of Black Lives Matter. Napo stands with the protesters and sends solidarity to our Brothers and Sisters who have suffered and continue to suffer the consequences of racism.
5. The protests have brought into sharp focus the institutional and structural racism that exists in society. Here in the UK, as in the US (and many other countries), BAME people are disproportionately over represented in the Criminal Justice System, they are over policed through policies like stop and search, and suffer due to the indifference of state institutions to the reality of racism. Far too often BAME people are forced into low paid and precarious employment which entrenches inequality and results in health inequalities, housing insecurity, and poor educational outcomes for children. The Black Lives Matter protests must be a turning point. Napo encourages all members to work collectively and do all we can to challenge racists and inequality.

6. **Napo Black Network (NBN).** Napo hosted its first virtual meeting of the Napo Black Network (NBN). The focus of this meeting was to provide a safe space for members who self-identify as Black Asian and Minority Ethnic (BAME) to discuss the impact of COVID – 19 and the employers’ response to the disproportionate impact on BAME people.
7. Napo has challenged the employers to take a robust approach to ensure that BAME staff are protected against Covid -19 and for them to take the necessary steps i.e. by giving BAME staff an automatic entitlement to an individual risk assessment, similar to those groups in the heightened risk category. Some employers have adopted this approach. However, in particular, it is disappointing that the NPS have not adopted this approach and have instead decided to provide staff with a “wellbeing conversation”, which does not, in Napo’s view, give the reassurance staff are seeking.
8. Following the success of the first NBN meeting over Zoom further meetings are planned to discuss topics that are important and relevant to BAME members and allies.
9. **Probation Unions Diversity and Equality Subcommittee.** The first meeting of the equalities subcommittee of the Joint Negotiation Committee was held in January 2020. The committee has agreed its Terms of Reference and it will provide a forum to facilitate meaningful discussion on key Drivers for HMPPS Diversity, Equality and Inclusion with the aim to share strategic priorities at a national level between HMPPS and the recognised trade unions.
10. **WiN (Women in Napo).** Early this year we started work on the Women in Napo task force, the intention of which was to organise a one-day seminar aimed at recruiting more young women into Napo. Subject areas to be included by the seminar were to include professional, training and development issues and how potential and existing young members can be reached using communications and social-media platforms.
11. Unfortunately, due to the impact the Covid virus and not being able to meet, the event was cancelled. We will hopefully return to this vitally important area of work in the next year.
12. A WiN zoom meeting was organised in early May at which 40 women members joined to listen to Dr Chalen Westaby from Sheffield Hallam University to speak about Emotional Labour. This was an opportunity for our women members to talk about how lockdown had impacted them as women workers in probation and family courts: as our anecdotal evidence was that the crisis and the way in which it impacted on work/life balance issues was more severe on women compared with men.
13. **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

Membership

Jay Barlow National co national Vice-Chair
Nicola Taylor-Ebong co national Vice Chair
Nicki Kenney/Steve Hornby (SEC Co-chairs)
Harvey Nightingale,
Peter Brooks,
Brian Kirby (Co Editor Family Court Journal)
John Mallinson (Co Editor Family Court Journal)
Ian Lawrence (General Secretary)

Family Court Journal Editorial Board

Membership:

Nicki Kenney/Steve Hornby
Brian Kirby
John Mallinson
Jay Barlow
Catrina Flynn

1. **Membership.** In accordance with the Napo Constitution the Family Court Committee is generally elected at the Family Court Section AGM. However, this was not quorate in 2019 so the previous membership has pertained. The membership of the Committee is set out in the Family Court Section Constitution. Nicola Taylor-Ebong and Jay Barlow were ratified as co vice-chairs (Cafcass) by the NEC on 26/11/19.
2. **Meetings.** The Committee has met on five occasions during the year 2020 (22/1; 29/4; 4/6; 2/7; 11/8), plus an extra meeting specifically to discuss the future of the Family Court Journal on 19/2/20. These meetings have been shared with the Section Executive Committee to save on travel costs and to share information.
3. In line with our motion from AGM 2018 we planned to hold meetings in various parts of the country last year, in order to facilitate members joining in part of the meetings. However, with the advent of lockdown (Covid19), all our meetings since March have been virtual by video. This has meant that we have also been able to meet for short virtual meetings somewhat more frequently than usual.

4. Unfortunately, it was only possible to produce one edition of the Family Court Journal again this year. This was as a result of pressures of time / work and articles that were offered not being forthcoming. Because of Covid-19 lockdown the journal has only very recently been completed by the printers and is yet to be distributed to members.
5. The Family Court Committee has focussed on the means to obtain a variety of articles from various sources including academics and other family court related professionals. We have also been considering other means of producing the Journal and other items of professional information for members and distributing these electronically as we did not have a budget for printed copies this year.

Health and Safety Network

Members:

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

Officers: Iqbal Bhoghal (National Vice-Chair), Carole O'Doherty (National Vice-Chair) linked with committee from July 2020 onwards

Official: Sarah Friday

Administrator: Shireena Suleman

- 1. Napo safety committee.** The Committee met in April - when our discussion was dominated by the Covid-19 pandemic.
2. Additionally, the committee discussed how to action the AGM 2019 resolution "It was always Foreseeable". Given that this motion was Interserve specific the committee agreed that Napo should raise this nationally at the next national Interserve meeting.
3. Given the timing, the focus of much of our subsequent work on the resolution has been focused on Covid-19 specific issues and relating impact on occupational stress. We made significant progress on resolving several outstanding issues which were causing much upset and frustration for our members, when in June Interserve finally agreed to match NPS on virus related HR arrangements such as carry-over of annual leave and parental leave. We also raised with Interserve, the issues of a moratorium – for how work not done during lockdown will be dealt with.
4. Committee members have taken part in Napo health and safety activities throughout the year: playing a leading role in the Napo introductory safety rep training which took place in June and also providing feedback on employers' generic Covid-19 risk assessments.

5. 2019/20 Napo Health and Safety publications.

- Update to Napo guidance on the NPS Attendance Management Policy
- Napo guide to Covid-19 risk assessments

6. JUPA (Justice Unions in Prisons Alliance). Our involvement in this 'Safety in Prisons' campaign (formed of nine unions who have members who work in prisons) has continued throughout the year. We have taken part in meetings of the JUPA organising group and in February we attended a JUPA prison safety summit where unions and employers came together with representatives from HMPPS and the HSE to discuss potential improvements to health and safety for prison staff. The day was successful in securing broad support for the JUPA Safe Inside Prisons Charter, which was then sent to Lucy Frazer, Minister of State for Probation and Prisons, for her endorsement. We also contributed to and added our support to a JUPA letter to Robert Buckland, Secretary of State for Justice, about the recovery strategy in prisons.

7. Impact of the Corona virus on health and safety related work. Upon lockdown all Napo officer and officials were overwhelmed with concerns and queries from members as the employers we work with scrambled to react to the lockdown (some were quicker than others in this) - and in some instances arrangements were not sufficient.

8. We asked members for information on workplaces where cleaning and provision of sanitisers etc. were not sufficient - and shared this with employers for them to address.

9. In the early weeks of lockdown, the lack of PPE/suitable PPE and sanitisers in probation workplaces reflected the scandal of the national picture of inadequate/non-existent provision. Given that arrangements for lockdown were made at a breakneck speed not surprisingly there were some problems going forward which necessitated our involvement to try to resolve.

10. As many Napo members now found themselves working at home either all or part of the time. We surveyed them for their thoughts on homeworking. The survey results showed that the majority of respondents were enjoying working from home - mainly because they no longer had to do the daily commute. Although within this a majority were experiencing problems with musculoskeletal problems and many made powerful comments about the difficulties of isolation and of it being hard to have difficult conversation with clients when working at home when other family members were about. We used the survey results for consultation with employer and for press and campaigning work.

11. **Workers Memorial Day.** On 28 April we asked Napo members to join the Napo staff group in marking the nationwide minute silence to remember workers who have lost their lives from C19, or who have died in service.
12. **Covid-19 seminar training.** In May all branches and employer specific groups or reps were offered Napo Covid-19 training. Interserve and Sodexo reps were amongst those who took up the offer.
13. **Napo health and safety strategy.** In June, as the employers began their planning for the 'recovery stage' we launched the Napo Covid-19 strategy. The strategy was aimed at ensuring we were best placed to address the work coming out of greater numbers of staff and service users returning to probation and family court workplaces – and it was endorsed by all-member meetings and the Napo NEC.
14. **Achievements of the strategy.** In June we held the first ever Napo training to take place via zoom. 20 new reps were accredited as a result of this training. And a total of 63 reps attended the stand alone part of the training on Covid-19/individual risk assessment training.
 - We set up a Health and safety network google group so that Napo safety reps can keep in contact with each other.
 - In addition to the June launch meetings we continued to recruit more Covid contacts during the summer months. In September a training event for the contacts was held, which was an opportunity for the contacts to learn more about their role as our eyes and ears for the virus in the workplace using the Napo Covid Contact Checklist. The contacts will also help promote the role of Napo in the workplace by displaying Napo Covid-19 "help stop the virus" posters.
15. **Covid-19 risk assessments.** Napo reps have played an essential role in the consultation work around the Covid-19 risk assessments (and as a consequence of the above strategy we have been better placed to do this with more reps trained to cover this work, and pre-existing reps given refresher training).
16. The next step is to ensure that the risk assessments are fit for purpose when tested by staff returning to workplaces in greater numbers. To assist in this, we will encourage members to become familiar with their workplace Covid-19 risk assessment - and to ask for the assessment to be reviewed if they have reason to think it is not "suitable and sufficient". Our safety activist teams of safety reps and Covid contacts will play a vital role in this.
17. **Mental Health and Welfare Group.** Napo officer and officials have been attending this group which was set up recently by Ian Barrow. The aim of the group is to ensure that there is "a coordinated approach to promoting and

making sure that staff and service users are accessing any support mechanism they need through the recovery” and to look at mental health and welfare strands through all recovery work streams. We need to ensure that the group is not just a talking shop. In connection with this we requested that mental health issues are identified as an occupational hazard on all Covid-19 workplace risk assessments and that appropriate control measures are implemented.

18. **Safety Network meetings.** Since the start of the pandemic these meetings have taken place on a much more regular basis (they are usually quarterly). And if not at the safety committee then very regular discussions have taken place between trade unions and employers regarding Covid-19 H&S arrangements via other routes. This is the case for all probation employers and also Cafcass.
19. **National Hazards Campaign.** We recently endorsed the aims and objectives of the Hazards Campaign new charter “The COVID-19 Safe Workplace Charter and briefing document on ending work lockdowns”.
20. Janet Newsham, advice worker at the Manchester Hazards Centre spoke at the launch event for the Napo Covid-19 strategy in June.
21. **Stress at work.** Following a meeting between Napo’s General Secretary, Napo’s National Chair and the NPS Chief Probation Officer; Napo officer and officials were invited to attend NPS divisional health and safety meetings to ensure all was being done that could be to address the problem of occupational stress.
22. One particular issue that came out of this series of visits was around how stress risk assessments were recorded. Only in one division was there an attempt to record the number of stress risk assessments being done. Given that these assessments are the main way of managing this risk it seems a bit of an omission that the employer did not know how many of them were being done – and they agreed to address this

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)
Administrator:	Annoesjka Valent/Jermaine Ngobeh

1. The Committee carried one vacancy in Bands 1-3, one vacancy in Band 4 and one vacancy in Bands 5+. It has met in November, March, May July and August since the last annual report was written. The Committee would also want to thank former PNC members Esther Barton and Dino Peros for their work over previous years.
2. The items below were discussed at meetings and incorporated regular updates by Link National Officials for their respective CRC areas.
3. **Probation Reunification update.** The announcement in June this year that Interventions and Programmes would follow Sentence Management into the NPS, completed the first part of Napo's campaign to return Probation back to full public ownership and control.
4. Since the first announcement in May 2019 the General Secretary and National Chair have been involved in intensive negotiations on a new staff transfer and protections agreement to facilitate this major project, and after the new announcement in June 2020 the negotiations changed to accommodate the new plans.
5. At the time of writing it is expected that there will be a CRC members' ballot on the outcome of the negotiations in the summer.
6. **NPS Pay.** The two year NPS pay deal ended in March 2020 but it became clear late last year that agreement on a Competency Based Framework model that was to provide the basis for future pay progression with effect from

April 2020 would not be possible. This was through no fault of the recognised trade unions but a failure by the NPS to sufficiently resource this project.

7. After further negotiations, the employer agreed that pay progression would be awarded to NPS staff in April 2020 and that unless the CBF was in place for a 12-month period prior to April 2021 then pay progression would also be enacted at that date.
8. Unfortunately, the election of a new 80-seat majority Tory Government in December saw a hardening of attitude in respect of the pay remit policy and we heard the bad news that pay progression for NPS staff would be delayed.
9. Napo were among many trade unions who had expressed concern prior to the General Election at what another Tory Government would mean for public sector pay.
10. Obviously, the trade unions expressed outrage that our members were facing this unjust scenario and several meetings have taken place with the Director General for Probation and the Justice Minister over recent months. We have been reassured that pay progression will be paid when the 2020 pay negotiations are concluded.
11. At the time of writing NPS Pay negotiations are at last set to resume.
12. **Pay Unity Campaign.** Napo National Officials have maintained pressure on CRC owners to take positive steps to redress the imbalance between CRC and NPS pay rates, and recognise the significant recruitment and retention challenges across the whole of probation.
13. **On-Going HR Process issues, including PAYE and Pensions.** Whilst further progress has been made in addressing the high number of members who continue to suffer from PAYE, pension and HR processing errors – including over and under payments. There have been intermittent problems since the last AGM.
14. Representations on these systematic failings continue and Napo has continually raised 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 when the CRC contracts come to an end in June 2021.

15. CRCs Negotiating Items:

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

- **Pay.** After months of hard work by reps and national officials from Napo and our sister unions, SEETEC KSS CRC, made a pay offer at the turn of the year covering staff across all of their regions for 2020/2021. This follows an earlier

joint pay claim and the declaration of a pay dispute which led to further talks between the parties.

- It is fair to say that the improvement in industrial relations between senior SEETEC Management and the Unions since SEETEC took over the CRC contracts in Wales and the South West from Working Links, was a major factor in this pay offer being made.
- SEETEC KSS CRC were the first employer to declare that they were prepared to match the current NPS pay rates. This was a major step forward in Napo's long running campaign to achieve pay parity across both arms of the Probation service.

b) The SEETEC offer

- Realignment of all salary bands to the current NPS Pay bandings (if this results in less than a 3% increase for any employee, SEETEC would apply an unconsolidated payment for the % differential)
- This proposal resulted in staff moving directly to the 2019 NPS position. Increasing the maxima of the band enabled employees at the top of the current pay band to receive an actual increase on their base pay. The employers offer meant that that the new minimum salary for any employee would be £19,977.
- Mirroring the NPS bandings resulted in 74% of the workforce receiving an increase of 4% or above, and 52% of the workforce receiving an increase of 5% or above.
- The offer was subsequently overwhelmingly accepted by members

c) Interserve CRCs - pay

- Following the 2018-19 award which was paid in February 2019 and was back dated to April 18, Napo and UNISON submitted a pay claim for 2019-20 in March 2019 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.
- An initial offer was rejected by **92% of Napo members and a series protracted pay talks ensued. Eventually a new offer emerged which was accepted by Napo members in July this year as follows:**
 - April 2020 to November 2020 - one spine point increment. This was paid in May 2020, for all eligible staff;
 - April 2020 to November 2020 - an unconsolidated amount of £200 for those at the top spine point for their grade (This is pro-rata of the £300 full year amount taking it to December 2020);

- Removal of pay band overlap between bands 4 and 5, effective from 1 April 2020;
- 5 December 2020 to June 2021 (at which point the CRC contract ends) - NPS pay parity which will be paid in December 2020 payroll;
- April 2021 to June 2021 (at which point the CRC contract ends) - one spine point increment to those eligible as per the NPS national agreement reached with the unions;
- Allowances will remain unchanged. Any agreed changes with the NPS will take effect when pay parity is implemented in December.

d) Sodexo CRCs

- **Pay.** Napo and UNISON have held a number of further meetings on pay with Sodexo since the last AGM. Significant progress was made and the employer has recognised the importance of delivering pay reform in these discussions.
- The Sodexo Pay agreement covers the six Sodexo CRCs for the years 2020/21 and 2021/22 (up to the CRC contract end). The offer was designed to modernise the pay structure so that staff will reach the top of the scale within a much shorter timeframe.
- The main terms of the offer comprised for 2020/21 a 2.5% Non-consolidated payment for those at the top of their pay band A minimum pay increase for all other staff of 2.0%. For most this will be achieved through incremental progression however in instances where incremental progression is less than 2.0% a non-consolidated payment will be made.
- The 2021/22 Pay Offer is a 2.5% non-consolidated payment for those at the top of their pay band 4 and a minimum pay increase for all other staff of 2.0%. For most this will be achieved through incremental progression however in instances where incremental progression is less than 2.0% a non-consolidated payment will be made.

e) Durham Tees Valley CRC

- **Pay.** The second instalment of the two year pay agreement reached with Durham Tees Valley CRC has been enacted
- This comprised a deal for 2020/21 and 2021/22 covering the remaining 15 months to contract end in June 2021. The pay deal provides a guaranteed minimum pay award of 6%, payable from April 2020 and assimilation onto the NPS pay scales. This means that the new pay scales will significantly reduce the time to progress through each pay band and the value of progression will be larger than in the current pay structure. Also, the offer guarantees each member of staff a minimum increase of 6% and some staff will receive a greater increase. As this offer met Napo's demand, that the pay scales at DTV CRC are aligned to the NPS, Napo recommended acceptance of the pay

offer. As a result Napo members voted overwhelmingly to accept the offer. The result of the ballot was 92% accept and 8% reject with a 50% turnout.

f) MTC – London and Thames Valley

- **Pay.** Whilst 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, progress on taking forward the issue of pay beyond incremental progression has been very slow.
- At the time of writing it was hoped that the employer would soon be in a position to make a realistic pay offer to the unions but the business case was awaiting central clearance.

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

- **Pay.** At the time of writing the company CEO is hoping to be in a position to make a formal pay offer to the unions once the business case has been cleared. The pay offer is only from October 2020 onwards but is a better position than was originally offered. Napo are working with RRP to push the MoJ into signing off the proposal as soon as possible.

h) WWM CRC: Warwickshire West Mercia

- **Pay.** WWM have only been able to make incremental progression payments and have been slow to address the wider issues of excessive workloads and staff shortages. At the time of writing a business case has been made for the opening of formal pay talks in September when the CRC believes it may be in a position to offer an increase for the last 6 months of their contract running from January 2021 until June.

16. National NPS JNC and TU Engagement Meetings

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

- Napo has continually raised the issues arising from the privatisation of DWNC at senior levels of the NPS and with Ministers. The results of a review of the project is expected later this year and we have made it clear that we do not believe that these contracts should be extended.
- Regular reports on the impact of these flawed arrangements have been made to the PNC by the National Link Officer Siobhan Foreman (Vice-Chair) on which valuable feedback has been provided by PNC members.

b) Approved Premises – Transition of Approved Premises to Community Interventions

Regular reports on the progress of this project have been made to the PNC by the National Link Officer Siobhan Foreman (Vice-Chair) on which valuable feedback has been provided by PNC members.

c) AP Staff Rota

Trade unions have regularly raised issues around the impact of the national rota and this is now under review at the AP TU meetings.

d) AP Pay Issues Update

The unions have raised the issues around inconsistencies with pay in particular pay- protection, toil, overtime, unsocial hours and SSCL errors.

e) National Facility time agreement update.

- The NPS presented an offer calculated on the basis of Cabinet Office rules i.e. the entitlement to facilities is a proportion of the pay bill. We have not yet accepted this and continue to discuss the actual allocation of time needed to support the employer in their reform programme.
- The emergency measures introduced as a result of C-19 has meant that Napo has successfully sought additional time for our representatives to undertake Health and Safety duties.
- Once circumstances allow it is intended to resume the negotiations and it is hoped that the introduction of a new Regional structure within the NPS will facilitate these exchanges. The changes to branch structure will further support negotiations at regional level.

f) Offender Management in Custody.

- This has been a complex and difficult issue and the following summary reports the position that has been reached at the time of writing.
- **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.
- **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/region.

- **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 key work 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 work 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.
- **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 up to 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 and a review is underway.
- The introduction of EDMs during the Covid-19 crisis highlighted the issues relating to NPS SPOs being line managed by Prison Governors. There have been reported tensions between expectations of prisons and NPS and the plans for line management have not been fully implemented as yet. We continue to use every opportunity to press HMPPS to rethink this part of the model.
- **IT solutions.** There is 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.

g) Workloads.

- Workloads remain a critical issue across probation. It is hoped that the reunification of the service will allow for a wholesale review of the workload measurement and management process and the 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 POs after under-estimating how much work would remain in the NPS at the time of the original staff split).
- Current data is still being gathered from CRCs, but at time writing there is a 23% + vacancy rate for POs across the NPS. Napo's work in the wider reunification campaign has featured the fact that staff routinely report a normal case load allocation that places them at 130-140% on the workload measurement tool. This is dangerous and unsustainable.
- Napo have also issued guidance to branches and members about how to protect themselves from excessive workload, including how to serve a foreseeability notice on their employer ahead of likely injury.
- PNC has also focused much discussion on the particular pressures that increased workload and excessive additional HR burdens have placed on SPOs in CRCs and especially the NPS. Overloading 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 the other challenges.

h) Serious Further Offence (SFO) procedures.

- There continue to be a number of high profile (as well as less high profile) SFOs coming to light. Napo has supported members who have been involved in resulting processes such as capability and disciplinary as well as those called to give evidence in Coroner's Courts. HMPPS has consulted on both updates to SFO investigation and reporting guidance (making this more streamlined and the report more of a narrative than tick box as well as updating disclosure guidance) and updated guidance to support managers who, as a result of information that comes to light in an SFO process, need to consider taking action using either capability or disciplinary processes.
- Throughout these consultations we have successfully argued for the consideration of workloads and have ensured that managers are always prompted to consider 'no action necessary' as an outcome. SFO investigations are necessary to ensure that organisations learn from these tragic events. We support all efforts to do this, especially where lessons can be learned by the organisation(s) involved however we will use whatever

steps necessary to protect members from being unfairly scape-goated for organisational and systemic failings.

Professional & Training Network

Members:	Becky Shepherd (London) Cerys Handley (Western) Patricia Johnson (London) David Raho (London) Sarah Wake (South Yorkshire) Angela Thompson (Staffordshire West Midlands)
Officer:	Keith Stokeld (National Vice-Chair Finance)
Official:	Tania Bassett (National Official)
Administrator:	Shireena Suleman

1. After the AGM met in October 2019 the NEC agreed to change the format of the committee structure in an effort to provide members with a more inclusive means in which to contribute to the work of the former committees. While the Negotiating and Equal Rights committee retain their committee structure, the Probation and Training committee joined the other committees in becoming a networks.
2. The aim was to ensure that those who had an interest in the work of the networks could make a contribution in all or a part of the work allocated within Napo's operational plan.
3. Under the old structure 8 places were allocated with the opportunity to meet once in person and additional work to be supported by telephone and email contact. The move to a network was also designed to encourage numbers to register throughout the year as the committee structure was more recently carrying vacancies.
4. At the start of the Napo year there could have been little appreciation of the challenges that would frustrate the efforts of the network to pursue the business of the 6 motions it was allocated following last year's AGM. Prior to the pandemic there was already pressure on the time members could devote to the network. However, all the usual demands were overshadowed by the impact of the Covid-19 virus which has impacted upon every aspect of working and union life.
5. Prior to the impact of the pandemic the network set a meeting for February and after a number of members were unable to contribute for a variety of reasons, efforts to set up further meetings led to the abandonment of a further three and cancellation of another two.
6. A virtual meeting was eventually held in July I was elected chair of the network. The July meeting was constructive, and I am grateful to all as work was undertaken to consolidate earlier decisions. Despite this, it was not

entirely possible to progress the motions in the way that the network had originally planned.

7. However, some progress was made including on **Motion 9. This was on “Fostering the Probation Profession”**. Taking this along with the sentiments from Motion 12 which identified that current training arrangements were not fit for purpose. This was especially the case in respect of identified failures to support those being trained to undertake the work as probation officers.
8. A survey was undertaken with members establishing their views and experience of training along with their views on Oasys. There was a credible response which unsurprisingly exposed the inadequacies of the current training and reflected universal condemnation by respondents. One quote from the survey summed up the majority view that: *“I can categorically state that as a mentor for a number of PQUIPS that the training is NOT fit for purpose. Those coming into it are not given a fair induction, training is woeful and line managers are too swamped to support them. Many of the PQUIPS in my area have felt very isolated”*.
9. This led to an article being written by Tania Bassett the Link official and published in Napo Magazine highlighting concerns raised. In addition, the network has written seeking a meeting to review training arrangements on the findings of the survey and to discuss recent accounts from members about their appalling experience that has led in some cases to them considering seeking alternative careers at a time when ministers are seeking to expand staff numbers by a thousand.
10. A letter has been written on behalf of the network seeking a meeting with the relevant body and head of service on reviewing the quality of the training the experience of the varying support offered to PQUIPS. Including dealing with the capacity of the current arrangements to equip and support new entrants to undertake the role of a qualified probation officer.
11. In respect on **Motion 10 on replacing Oasys**, contributions to the survey identified how respondents saw it as a repetitive and cumbersome assessment system tool. This was before the additional inclusion of ARMS and the 4 pillars which some would suggest were set to crumble in supporting an assessment process that was “past its sell by date”.
12. No one gave it a rating and the comments varied from suggesting it should be abolished to the frustration in trying to make it work. Including how the document failed to support a credible sentence plan in its current format. That for some, the time spent completing the assessment would be better spent with people than completing an assessment. One that seemed driven by meeting the demands of quality assurance in support of arbitrary scores on a repetitive set of questions. It was seen by some as antiquated and lacked focus on factors that dealt with desistance and led to the completion of an ineffective supervision plan. Leading to the question exactly who the assessment was being prepared for.

13. Quotes from respondents included:

- *We must get rid of the SDR OASys Report (as it is not user) friendly, you frequently lose work, (it) does not read or flow properly, (or) paragraphed properly, is far too difficult to go back to work on (it) pulls through information which is not properly laid out;*
- *I have for a long time held the view OASys should be abolished completely. It was never helpful or effective and is mind-numbingly repetitive, laborious and time-consuming.*
- *OASys is not user friendly... it seems to have been developed to help someone other than a Probation Officer. It asks complex questions and hopes that a simple number reply will provide the answer. Inspectors often comment that we know our cases very well and are doing good work but that this not reflected in the written tools.*

14. Further work is planned on this including ensuring the timing accredited to completing the combined assessments re ARMS is taken into account; along with seeking a modernisation of the tool to avoid repetitive nature of the document while seeking to make its capacity to be used more effectively in other formats such as court and parole as well MAPPA screening forms. It is of concern to the Professional and Training network that some CRC developed innovations, particularly in respect of assessment tools, that have been developed using considerable sums of public money and that are in most cases considered to be improvements, regrettably may not now make the transition to the NPS or form part of planned future developments.

15. In respect of **Motion11 about the Duplication of Work** the network has not been able to devote the work it deserved. The pressure on staff regarding the unrealistic deadlines being demanded for Parole reviews, even in cases where the date of release would not be changed through completion remains an issue. These issues have been raised at the engagement meetings and depending on capacity, work will continue and this issue will be on the agenda and addressed in the forthcoming year.

16. The content of **Motion 12 “Training is not fit for the Job”** has been used to inform the work undertaken on Motion 9. It is intended to use this motion to press for the reinstatement of the Probation Training Assurance Board which has not met for some time.

17. With regard to **Motion 13 on Protecting Role Boundaries**, this has been taken up by the Forum. The intention is for the P&T network to work with the Forum on revisiting the policy written some time ago on role boundaries with a view to updating and providing recommendations.

18. Work has been undertaken with the Editorial Board of the Probation Journal on **Motion 14 on “Trust me I am a Professional”** over the restrictive nature of PI 38/2014 governing outside activities of probation staff. The board sought informal contact with the centre, and on the basis of being encouraged to make a case for relaxing the constraints on the submission for publication of

article, wrote a position paper. At the time of writing a response from the centre was eagerly awaited.

19. In support of the paper the network has written to the directorate seeking a meeting to review the PI with a view to removing barriers to practitioners publishing articles related to practice and their research. Freedom to discuss and write honestly and critically about practice and professional issues and the ability to freely involve a wide range of people with different voices (including, service users, decision makers, academics, practitioners and other professionals) are all essential for our future as a well-researched, scrutinised, defined, healthy, dynamic, and vibrant profession, fit for the 21st century, that we all feel proud to call our own.

Retired Members Network

1. As reported in the 2018/19 TUO report the June 2019 NEC agreed the TUO Committee recommendation to establish a Retired Members' Committee. This was in furtherance of a resolution passed at the 2018 AGM.
2. Following the decision at the November 2019 NEC, the Retired Members Committee, joined other non-constitutional committees in becoming a Network. The network currently has 7 members as follows:

Ken Boyall – East Coast Branch
Cyril Cleary – London Branch
Howard Davies- East Anglia Branch
Marilyn Gregory – South Yorkshire Branch
Chris Hignett – London Branch
James Kenyon – Cumbria and Lancashire Branch
Tony Mercer – Family Court Section

3. It has not proven possible to organise a meeting of the network during the current year, due to lack of resources. However, a meeting will be set up as a matter of priority soon after AGM.

Steering Committee

Membership Charon Culnane (London Branch)
Howard Davies (East Anglia Branch/Retired)
Ceri Jones (Merseyside Branch)
Tony Mercer (FCS/Retired)
Jeanne Peall (Kent, Surrey and Sussex Branch) Committee
Chair
Maureen Vernon (Staffordshire West Midlands Branch)

Officer Katie Lomas (National Chair)
Officials Ian Lawrence (General Secretary)
Annoesjka Valent (National Official)

Administrator Kath Falcon

4. 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.
5. The 2019 AGM took place at St David’s Hall, Cardiff. This venue is large but compact with facilities distributed over five levels. There were some issues with members struggling to find the lift which is rather tucked away but overall everything appeared to go smoothly. The location of the stalls in the area outside the main hall on level 3 worked well, as this was also where the refreshments were available.
6. The rooms for Admin, Steering and the Stewards were located in the dressing room corridor behind the stage. The Steering room was fairly easily accessed from the hall. The main issue for Steering at AGM in 2019 was that we were carrying a vacancy. Additionally, one member was unable to attend. Maureen Vernon, a former member of the Committee volunteered to help out, predominantly on Friday and we were very grateful indeed for this. We were very stretched on Saturday and we were unable to cover the duty room for periods during the final session. In response to this situation and the resignation of a member of the Committee following AGM, the decision was made to co-opt to the outstanding vacancies and this was achieved early in 2020.
7. A total of 35 motions and three constitutional amendments were listed for debate. Of these, three potential composite motions were identified, comprising a total of six motions. These became Composites A to C all of

which were passed. Two amendments were received, one to motion 25 and one to Constitutional Amendment 3. Motion 25 was not reached but the amendment to CA3 was accepted and the substantive Constitutional Amendment was passed. Two emergency motions were considered and accepted as emergencies by Steering and AGM. One passed and one was lost. Seven motions were not reached.

8. In terms of use of Conference time, 102 minutes were spent on 'formal' business which covers the initial session of AGM and the accountability session. 171 minutes were spent debating motions and 58 minutes on the emergency motions. 47 of these were on EM1, where there were procedural challenges. Speakers to conference accounted for 84 minutes. No time was lost in quorate time and there were 8 minutes used for announcements. The total session time scheduled within the programme was 570 minutes, a further reduction from Southport where it was 585 minutes.
9. The fixed quorum of 150, adopted through a constitutional amendment in 2016, resulted in the loss of only 14 minutes to inquoracy. The weather and the design of the hall probably played a part in this but time lost continues to decrease from 31 minutes at Nottingham in 2017 and 29 minutes at Southport in 2018.
10. Steering Committee rely heavily on support from Napo's admin 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 also go to the Chief Steward, Deputy Chief Steward and the Stewards from Napo Cymru and from other local branches, who also volunteered to help.
11. **Equal Rights.** Steering Committee comprises six elected members. The current Committee comprises three women and two men, with a 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. 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.
12. 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. In 2020, due to the Covid-19 pandemic, AGM will be a virtual conference and as a result, the

Committee's responsibilities will focus on the delivery of AGM through this medium rather than undertaking a physical site visit.

13. 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 online. 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.

Trade Union Organisation Network

Members:

Anne Cruse-Stoddart - West Yorkshire Branch
Natalie Dimbleby - The Mercia Branch
Marion Kockelbergh - The Mercia Branch
Christopher Morris - London Branch
Mike Quinn - Northumbria Branch

Officer: Carole Doherty and Nicola Taylor-Ebong

Official: Ranjit Singh *to June 2020*
Annoesjka Valent *from June 2020*

Administrator: Kath Falcon

1. The 2019 November NEC agreed to reform all committees into networks, bar the ones that are “Constitutional”, such as Cafcass Negotiating Committee and the Family Court Committee (these nominations are dealt with by the Family Court Section separately), Probation Negotiating Committee, Probation Journal Editorial Board, Equal Rights Committee and Steering Committee (Steering Committee nominations are linked to National Officers’ nominations separately too). So the Trade Union Organisation Committee (TUO) became a network. This means that anyone who was a member of the Committee as first elected just before the 2019 AGM will now be able to remain a continuous member of the network unless they indicate they would no longer like to be a member of it and any other members have been invited to join the network.
2. **AGM Resolution – Global Climate and Ecological Emergency.** There was one resolution allocated to the network. This centred around: “Napo can help to reduce the use of plastic in society through its commitment to, wherever possible, purchasing Napo promotional products made from sustainable materials which cause little or no damage to the environment.”
3. This resolution was duly noted as a crucial one and Napo will continue to commit to buying promotional materials from an ethically responsible company sourcing sustainable ones.
4. **Organising and Recruitment.** The ‘Active8’ campaign continues. The aim of the this is to promote member engagement within Napo and for this in turn to

lead to greater member involvement and increased levels of activism at both branch and national level.

5. To encourage recruitment activity at branch level the 'Recruit A Friend' campaign will also continue. To support branches raising the visibility of Napo in the workplace a range of promotional resources have been purchased and distributed to branches to use at appropriate events or when required.
6. Plans are also underway, in these 'virtual times' to launch a recruitment initiative starting in Cafcass with a 'Why I Joined' video'. Due to Covid – likely to be audio files. And the aim is to get the employers to promote it too. If successful, we would like to roll it out in probation too.
7. We are also looking at a series of professional webinars to set us aside from the other 'general unions'. They will be free for members and with a nominal fee for non-members to look at and we can target those staff registering with a message 'see what you could get for free if you join'.
8. **Branch restructuring.** Following the Branch Chairs' meeting held on 9th June and the NEC meeting on 18th June, it was agreed to proceed with the merging of branches according to the newly developed NPS regions following the decision by the Ministry of Justice to bring all probation work back into the NPS. A branch merger kit has been developed to help branches with the process and will be circulated to branches soon.
9. **Constitutional Amendments.** Following the June NEC approving the branch restructuring, a special NEC meeting was held on 30th July to agree a set of constitutional amendments to go forward to the coming AGM. The amendments replace Appendix B with the list of current branches and make changes necessary to accommodate the reduced number of branches from 23 to 14.
10. They also to make changes to Section 13 General Meetings, Section 14 Annual General Meeting, Section 21 Branches and Section 22 Workplace Meetings to allow for the business of the Association and its branches to be conducted with greater flexibility i.e. to include remote/electronic meetings and hybrid meetings as well as physical meetings. The restrictions imposed by the Coronavirus pandemic demonstrated both the need for this flexibility and the advantages in terms of enabling greater inclusivity and accessibility. The aim of these amendments were both to build in resilience to deal with future such events and also to increase membership participation in the decision making process of the Association.
11. In addition, it also addresses inconsistencies in terminology etc. which have arisen over time as various constitutional amendments have been adopted.
12. **Education programme / Reps' training.** Our reps' training delivery was paused due to lockdown but even before those restrictions were put in place we recognised the need to review where we had got to, the feedback from

attendees and facilitators and where we needed to put our focus going forward.

13. Almost all branches have done module 1 of the training and around half have done module 2. None have yet done module 3, which is the development of the branch plan although there is a practice for this in module 1.
14. Evaluations have been positive and there is real value for branches and reps from the training. We did however realise we need to review the material to keep it current and there are ways that the course can be delivered differently using a mix of face to face and other methods. We also needed to work out how to deliver some element of training remotely while restrictions remain in place to be properly inclusive and keep everyone safe.
15. **The Training Plan.** Ranjit Singh, Acting AGS, and Megan Elliott, National Representative, are reviewing the material for module 2 and adapting it for virtual delivery so that the remaining branches can complete it. A budget bid will be submitted for 2021 to cover this and the delivery of mop up session combining all modules for new reps and the delivery will begin in January.
16. Module 3 needs to be delivered to all of the branches who have completed module 1. The material is being reviewed by Katie Lomas, National Chair and Annoesjka Valent, National Official, to make it suitable for the Link Officer and Official to work through with the reps during a virtual meeting. This can be done as part of the branch development work that Link Officers and Officials do.
17. Napo Cymru had their training planned with modules 1, 2 and 3 combined (because of the geographical challenges for their branch). This was cancelled due to lockdown. It is planned that they will do module 2 remotely as soon as the material is ready and will do modules 1 and 3 combined later in the year. This will effectively be a pilot for both a different order for module delivery and the newly adapted material.
18. Remaining branches that have not yet completed module 1 will then do the combined module 1 and 3 session. This is being adapted to include some material for pre-course learning, a one-day face to face session with a virtual alternative and some post-course learning.
19. **Contingency for new reps where needed.** If there are branches that need reps to be trained urgently (for example where there are gaps in rep availability) any volunteers should be directed to TUC online reps training (available now) and GFTU reps training (once this restarts). This means they will be able to represent members with support from fellow reps and Link Officer and Officials. They should then complete the Napo training at the next opportunity.
20. **The Forum (for members grades 1-3).** After a long absence of regular meetings, Annoesjka Valent, Link Official, and Keith Stokeld, Link Officer, with input from Cynthia Griffith, Administrator, as well as Ceris Handley, a former

Chair of the Forum, a new meeting was set up. This took place on 23 July via Zoom. Decisions were taken on the strategy for the development and promotion of the Forum to staff from grades 1 – 3. At the heart of the Forum are its aims to provide a friendly atmosphere for members to raise and discuss concerns of admin and PSO staff.

21. It was acknowledged the pandemic had led to the cancellation of the Forum conference scheduled for the 12th June 2020 in Sheffield, and that this arrangement was itself a rescheduling of last years (2019) cancelled Forum Conference.
22. It was accepted that for the foreseeable future activities and meetings involving the Forum would be conducted remotely, starting with the one held in July.
23. Members of the forum formulated a plan for the rest of the year which was designed to build on the standard agenda used for past Forum meetings including, how often and under what guise future Forum events should take place.
24. In addition to ensuring the core elements remain the focus such as the issues of role boundaries, pay and workloads, members were invited to consider how a wider brief could be pursued through the advantages offered through a virtual format.
25. In an effort to attract greater participation of members the Forum is planning to host a professional slot as well as lead a session on a topical subject. These would form part of the agenda and have an invited speaker. They would be open to Forum members and other interested parties who are considering joining in Napo's activities.
26. It was also recognised that the virtual format gave those wishing to access the Forum a wider opportunity to take part in meetings or join for the parts they wished to link into. And it allowed for additional shorter meetings to stimulate debate and set the scene for the Forum conference that would be held in 2021.
27. Among the themes proposed for the forum meetings prior to the conference were:
 - Why should I ask someone in my grade to join Napo?
 - Are unions relevant in today's society?
 - Should I be able to say no when asked to undertake work with sex offenders and high risk cases?
 - What will reunification mean for me and what is the agenda for dealing with the change?

Because October is Black History Month we may be able to build on work undertaken then and further the Black Lives Matter campaign with an event on: "Does White Silence mean more Black Violence".

28. **AGM Fringe meeting.** Currently Helena Gosling is lined up as a speaker for the Forum Fringe meeting. Helena has written an ICCJ on “What can we learn from Learning Together” which is available on the Napo website. Anyone who can recall the London Bridge attacks will remember those who intervened to save lives were hailed as heroes. They were attending a learning event in November 2019. The narrative changed when it became known they were ex-offenders. Helena Gosling has written an easy read in the June addition of the Probation Journal entitled “We are more than one story: Embracing creativity and compassion through Learning Together”.
29. In the article Helena sets out how the initiative she is a part of “promotes learning between people who, ordinarily, would never meet or have the opportunity to learn from one another”
30. The intention would be through this workshop to learn more about creating the respective narratives in our own lives and those we work with. Using the experience of the opportunity provided for those from challenging backgrounds to learn alongside others who have also been discriminated against.
31. **Forum Conference.** Planning on this will start later in the year with members being encouraged to consider taking part in the working group to develop the theme and make up of next year’s event. Some of the ideas for the 2019 conference of the impact of Transforming Rehabilitation may still be relevant. These included a focus on the impact of Neo Liberal thinking on role boundaries and the capacity of those from grades 1 – 3 to carry out their role.
32. Along with the impact this has had on the move from a people orientated service to one of commodities and products. It may well be an opportune moment to revise the arguments in line with the announcement for the reunification of Probation.
33. This may allow others who contributed to the special edition of the Probation Journal from March 2019 “5 years on from TR” to be a key note speaker or run workshops on their respective themes.
34. Other themes under consideration are about *Putting P back into HMPPS or taking Probation out of Prison.*
35. This could be the basis for a wide ranging discussion and the chance to still invite contributions from academics and practitioners as well as union officials.
36. The conference planned for next year will take place on 23 June 2021 with the format yet to be decided but members grade 1-3 are invited to join in the discussion on it.
37. **National Reps Panel.** Since April 2020 Ranjit Singh has taken up post as Acting Assistant General Secretary and has therefore taken over responsibility for National Representatives Panel and Referrals from this date.

38. 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.

39. At the time of writing (31 July 2020) the Nat Reps panel has picked up 56 cases since the 1 August 2019

40. **Equalities Statement.** The Constitutional Changes that will be put forward by the NEC will allow for more hybrid meetings allowing for more inclusivity by members to branch meetings and AGM.

Report on the Implementing Anti-Racism Policy; work to promote an inclusive union – by Branches.

Thank you to the following branches that sent a return:

- Essex Branch
- Kent, Surrey & Sussex Branch

Edridge accounts and annual report

for the year ended 31 December 2019

Administrative Details

Full name: The Edridge Fund of Napo the Trade Union and Professional Association
for Family Court and Probation Staff
Reg 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 Bank PLC, Premier Investments, Forum 1, Parkway,
FAREHAM PO15 7PA
Independent
Examiner: Gina Alderson, Felden Lodge, Felden Lane, Hemel Hempstead, HP3 0BL

Report of the Trustees

The Trustees present their annual report with the accounts of the Fund for the year ending 31st December 2019. The accounts comply with the Fund's Trust Deed, the Charities Act 1993 (as amended by the Charities Act 2006), as well as the "Statement of Recommended Practice: Accounting and Reporting by Charities", Charities Commission 2005, revised in 2014, and the Financial Reporting Standard FRS 102, to the extent that it applies.

Trustees

The Trustees who held office during the year were as follows:

Charlotte Dunkley (East Midlands) Appointed November 2013 – Chair of Trustees, resigned May 2019.

Alan Goode (East Midlands) Appointed November 2019 – Chair of Trustees

David Stevens (Mercia) Appointed November 2014 – Vice Chair

Carolyn Mack (East Midlands) Appointed September 2016

David Raho (London) Appointed March 2018

Ian Hankinson (Mercia) Appointed March 2018

Denise Astley (Staffordshire/West Midlands) Appointed November 2018, resigned December 2019

Peter Rowe (Cheshire/Greater Manchester) Appointed November 2018

Rachel Goldhill (Assoc. Member) Appointed November 2018

Francis Sanders (Manchester & Cheshire) Appointed September 2019

Kenneth Boyall Appointed September 2019

David Stevens was re-appointed as Vice Chair in March 2019

Staff

Karen Monaghan	Secretary to Trustees
Jeanne Peall	Honorary Treasurer
David Cox	Business Officer & Financial Administrator
Sarah Byatt	Administrator

STRUCTURE, GOVERNANCE AND MANAGEMENT

The Edridge Fund (The Fund) operates as an unincorporated association in accordance with a Trust Deed dated 1 May 1990 and subsequent amending deeds dated 11th July 2003, 9th May 2013 and as amended by scheme dated 6th July 2020. The Trust Deed of 1990 established the Fund as an independent charity but retained close links with NAPO – the Trade Union and Professional Association for Probation & Family Court Staff, which have been present from the Fund's original foundation in 1934. The Deed of 1990 stipulates that Trustees are appointed by the members of the NAPO National Executive Committee by election from candidates nominated by NAPO branches. A minimum of five Trustees are elected to serve for a five-year period. No Trustee may serve more than two consecutive terms. Should elections not take place, Trustees are empowered to elect a Trustee, normally from those nominated.

New Trustees are provided with an induction pack, which is reviewed regularly. The pack includes relevant information regarding the Fund's constitution and guidance from the Charity Commission on the responsibilities and duties of trustees. They are in contact with the staff and other Trustees for support and advice and undertake a period of shadowing with a mentor Trustee prior to being a Rota Chair for grant applications.

The Trustees meet five times a year, both face to face and via online means. The level of income is reviewed, and financial decisions made accordingly. Trustees consider reports from staff on activities. During the year, Trustees consider applications for assistance as soon as they are received. Trustees exchange views by secure email so that decisions can be reached quickly and decided on a majority vote. The aim is to complete the process within three weeks, but is usually much shorter, and in emergencies can be within hours. Decisions made by email are then ratified at Trustees meetings.

The Fund is administered by staff working remotely, with appropriate measures taken to ensure the security of confidential information in accordance with GDPR. The principal financial and operational records are held electronically on a server provided by NAPO, though officers of NAPO have no access to those records.

The Trustees try to ensure that we operate as fair employers. We try to ensure we follow all appropriate employment legislation, with supervision and support for staff provided by the Chair of the Fund.

OBJECTIVES AND ACTIVITIES

The objects of the Fund as set out in the Trust Deed dated 1st May 1990 are as follows: monies subscribed, donated or raised for the fund shall be applied in accordance with the Deed to assist eligible persons when in need, hardship or distress, whether or not they have been

members of NAPO. This covers a wide range of probation and family court staff, but essentially applies to anybody who could be a member of NAPO. In addition, this covers retired staff, and in some circumstances, dependents.

The primary work of the Fund is to provide financial assistance. Grant applications are considered in line with the process outlined above. In some cases, applicants are given advice, either directly from the Trustees, or with the assistance of Local Edridge Representatives. This advice is usually to help applicants obtain further help elsewhere, and never involves giving financial advice.

The secondary work of the Fund is to ensure that we continue to have the resources to maintain our financial assistance. The major contribution to the Fund is the donation we receive from NAPO, and in recent years we have also been assisted with substantial grants from the CSiS Charity Fund. The Fund also receives income from occasional legacies, donations and gifts either on a regular basis, or other occasional donations. A small income is received from the "50/50 Club" which is a registered small lottery, and from sales of Christmas Cards and other merchandise, nominally at the NAPO AGM. There are also sponsored, and local fundraising events held by NAPO branches. An Investment Portfolio is maintained to provide a free reserve for the Fund, and this is managed professionally.

The Fund also works to promote wider knowledge of the Fund, firstly to increase the awareness of the assistance available to those in need, and secondly to publicise the work of the Fund in order to increase donations. To this end we regularly contribute pieces to NAPO News. The Fund's website is intended to assist both potential applicants for assistance, and existing and potential donors. Representatives of the Edridge Fund attend probation-related conferences and events to promote the work of the Fund.

The Charities Act 2006 places a responsibility on charities to ensure that they are for the benefit of the public, or a section of the public. The Trustees confirm that they have had regard to the Charities Commission general guidance on public benefit, and reviewed the aims and activities of the Fund in the light of that guidance. The Trustees are of the opinion that the Fund satisfies these requirements.

ACHIEVEMENTS AND PERFORMANCE

Applications for Assistance

The total number of applications in 2019 was 123, which is slightly down on the number received in the previous year (144). Grants were paid in respect of 89 of the applications, and 34 were not successful either because the applicants were not eligible, or the application was withdrawn. This is a lower figure than 2018, when 44 applications were not successful.

The average grant paid was £313, which is similar to the average in previous years; the amounts granted ranged from £100 to £500. The Trustees continue to attempt to make grants that match the immediate needs of the applicant. The trend has continued for us to have more applications from non-NAPO members as indicated in the table below. The amount paid to non-NAPO members is greater than the amount paid to NAPO members. The amount paid to NAPO members is still greater than the NAPO grant.

No grants were paid to members of other Unions, though we have done so in previous years, as eligibility is not based on Union membership. We have continued the practice of referring applicants from other Unions to their own Welfare Funds.

The Trustees continue to have concern that the number of applications from employees of the Community Rehabilitation Companies was again less than half of the applications from NPS employees. The Fund has continued to make efforts to make CRC employees aware of what we can provide. On the other hand, we continue to advise NPS applicants of the potential assistance available to them from the Civil Service Charity “For you by you”. This is a much larger Charity and can provide various forms of help beyond financial assistance.

This year we have made a very full analysis of the applications, including analysis of the Diversity questionnaires we ask applicants to complete with their applications. The aim of doing this is for the Trustees to ensure that decisions on applications do not indicate any discriminatory bias. We set out below a table of the key results of this analysis under various headings.

All the percentages are a based on the successful applications, but we confirm that we have done the same analysis on the applications refused, and the proportions in all categories are roughly the same. The Diversity figures are based on only 75 of the forms as a number were not completed.

Union Membership	NAPO	None		Total Paid
	46%	54%		
Amount Paid	£12,730.00	£15,160.00		£27,890.00
Employing Authority	NPS	CRC	Family Courts	
	70%	28%	2%	
Job Grade	PO	PSO	Support Staff	Retired
	39%	31%	22%	7%
Ethnic Background	White	Black	Mixed	Asian
	77%	11%	4%	8%
Gender	Male	Female	Transgender	
	16.00%	80%	4%	
Sexual Orientation	Bi-sexual	Gay	Heterosexual	Not declared
	10%	4%	78%	8%
Disability	Yes	No	Prefer not to answer	
	36%	63%	1%	

Governance

During 2019, Trustees continued to ensure the fund was well placed to address issues relating to its work in the future. The focus of the Trustees in 2019, has been to look at ways to increase fundraising efforts to address the continuing reduction in donations. In addition to encouraging representatives to undertake fundraising events, the Trustees invested in additional donation

boxes and a new contactless payment machine with support from The TUUT Charitable Trust. This has enabled supporters to pay for merchandise and make one off donations with ease at events such as the AGM. The donation boxes are available to Edridge Reps too but are held centrally. The Trustees also spent some time in 2019 reviewing the eligibility criteria set out in the Trust Deed to bring this in line with the most recent criteria for eligibility to join NAPO.

Trustee & Staff Changes

In the course of 2019, there were several changes in our trustees. Rachel Goldhill and Denise Astley resigned as Trustees and we thank them for their contribution to the work of the fund. Charlotte Dunkley also resigned as Chair of the Trustees, and I would particularly wish to pay tribute to her in relation to the work she did on behalf of the fund, and at a personal level in her support of myself in taking over the role following the NAPO conference in 2019.

The fund continues to be well supported in its work by the staff group, and the efficiency and effectiveness of the charity in responding promptly to applicant's requests for help owes much to their work.

FINANCIAL REVIEW

Donations and Fund Raising

The larger part of the annual income of the fund is drawn from the grants from NAPO, and the Civil Service Insurance Society and we are grateful for the significant contributions made in enabling the fund to provide assistance to those Probation staff and their dependents who are in need. The grant from NAPO was similar to that received the previous year, within the parameters agreed by the AGM in 2016. However, at just over £11,000, it was as such at a level 60% less than that received in 2010 and we have clearly struggled to make up the difference.

Details of the income and expenditure of the fund are included in the body of this report. Although we were able to meet requests for assistance wherever appropriate, the overall annual balance of the fund remains in a fragile position. The generous bequest of the Reverend Jim Tysoe meant that we did not have to draw down on the investment fund but had that not been available our annual expenditure would have exceeded income by almost £7,000. We are grateful to all those people who undertake fundraising activities on behalf of the fund, and contributions from such activity or participation in the 50/50 lottery prove a vital source of income. We are looking to members to consider making regular donations to the fund and through the course of Conference and via newsletters more information will follow about that. If we are to be able to maintain our commitment to those staff in hardship it is essential that we do attain an increase in the regular contribution to income that we generate from all sources in the coming years.

Administration & Expenditure

The fund is well supported in its work by the contribution of the staff group, but the level of expenditure on governance and administration is tightly managed, seeing a slight decrease on last year and at a level no greater than it was ten years ago.

Edridge Investments

Following termination of the investment fund account with HSBC the fund has taken steps to invest through the TUFM, but at the present time, on advice, the money is being held in a separate account in view of difficulty within the financial market given the impact of COVID-19 in 2020.

Future Plans

1. The Trustees intend to continue to grow the number of Edridge representatives across the country, not only to provide support and advice to colleagues, but also to assist with raising awareness of the Edridge Fund. As a result, we hope that this will also help to secure income from regular donations and fundraising activities.
2. Following a review of the online application form and guidelines for applicants, these will be updated on the website in 2020. The aim will be to provide clear advice on eligibility and a concise method to apply for a grant, which is accessible for all.
3. The Trustees will seek to explore new and innovative ways to raise the profile and funds of the Edridge Fund.
4. The Trustees will continue to monitor the diversity of applicants, as well as union membership and financial situations to ensure a transparent and open process.
5. In order to raise the profile overall of the Edridge Fund, the Trustees aim to circulate more articles through NAPO channels, its website, and social media.

DECLARATION

The Trustees declare that they have approved the Trustees Report above

Signed: Alan Goode – Chair of Trustees
July 2020

CHAIRS REPORT

Although the fund is only able to offer relatively small grants, we do see people in situations of significant hardship for whom our ability to respond quickly, where often they have nowhere else to turn to has been hugely important to them. Often applicants are managing on a limited income and an unforeseen crisis tips them over the edge, and the fact that they can access help from the fund provides a welcome emotional boost to get past that crisis.

The web site has been updated recently and we hope that the improvements to the guidance included will assist people in putting forward their application. The form itself has been updated and relevant guidance is embedded within it, which will we hope make completion of the form easier.

Many applicants to the fund are in hardship in part, at least, because they have significant debts which reduce their disposable income to a point where any unforeseen sudden expenditure becomes an impossible burden. As such what we can offer can seem a relatively small token, but we do additionally seek to support people by signposting them to other potential sources of help or advice , and the website has again been updated to reflect that.

One of the main roles of the trustees is to review all applications and consider initially whether the applicant is eligible for assistance under the terms of the charity, whether they might be considered to be in hardship and if so the level of grant that might be offered. It is a point of pride that most applications are considered and responded to within a matter of days.

However, if we are to move forward successfully, we do need to consider a number of issues:

- membership of the trustee group
- the role and spread of local Edridge representatives
- level of income c.f. expenditure.

Following a recruitment drive in 2018/19 we do now have sufficient trustees to operate properly. However, all the trustees are now retired from working Probation roles and as such there is a grave danger that we lose sight of the reality of the work and lose our connection with it and with NAPO. As we move forward and look to replace current trustees at the end of their terms of office I hope that people who are currently employed within the probation world , and members of the union will consider putting themselves forward to support the charity.

In a similar vein I would appeal for more people to put themselves forward as local Edridge representatives. The reps provide a vital local link in supporting the charity, by raising awareness among staff of its availability, and in fund raising activity or by being available where needed to support people in putting forward their application or identifying alternate sources of help and advice. I am immensely grateful to those current reps who do work so hard in supporting the charity, but there are not enough of them! In an ideal world I would like to see an Edridge rep in every branch, and even better in every local district or county.

Finally, if we are to sustain our work we cannot depend on the cushion of the very welcome, but occasional legacy. We must sustain an income from dependable regular sources which at least matches the needs of those staff who appeal to us for help. In coming months, we expect that demands upon the fund will grow significantly. Over half the applicants to the fund have chronic

debt problems, and as finance companies return to pursuing repayments of outstanding debts, we would expect an increasing number of staff to face hardship and to turn to the fund for help.

On that basis I would appeal to you to continue to support the Fund to continue to help those staff most in need.

Alan Goode – Chair of Trustees
July 2020

The Edridge Fund of Napo

STATEMENT OF FINANCIAL ACTIVITIES (incorporating an Income and Expenditure Account) FOR THE YEAR ENDED 31 DECEMBER 2019

	Notes	2019	2018
INCOMING RESOURCES FROM GENERATED FUNDS			
Voluntary Income			
Regular Donations and Gifts		4,709	6,123
Contribution from Napo		11,397	11,537
Bequests	11	20,250	60,000
Corporate Charity Donation	11	10,000	10,000
TUUT Grant - <i>restricted funds</i>	7	2,065	
HSBC Compensation	10a	500	
Activities for generating funds			
Fund Raising (including 50/50 Club subscriptions)	6	4,328	2,809
Sale of merchandise	6a	292	472
Investment & Interest Income			
Investment Income	10b	1,393	6,264
Bank Interest		629	nil
Incoming Resources from Charitable Activities			
Contributions from members, branches and others		1,757	1,598
Total Incoming Resources		<u>57,320</u>	<u>98,803</u>
RESOURCES EXPENDED			
Costs of Generating Funds			
Promotional / Fund Raising activities		658	1,398
Investment Management Fees		383	2,986
Website Expenses		504	504
50/50 Club Prizes		1,132	1,205
Purchase of Merchandise		1,820	nil
	<i>subtotal</i>	4,497	6,093
Net Resources available for Charitable Application		<u>52,823</u>	<u>92,710</u>
Costs of Charitable Activities			
Grants paid -		27,890	33,015
Management & delivery of the charity's purpose	2	13,171	12,577
Governance Costs	4	699	857
Total Resources expended		<u>46,257</u>	<u>52,542</u>
Net Operating Surplus/(Deficit) for the Year			
Before Gross transfers		<u>11,063</u>	<u>46,261</u>
Gross Transfers between Funds		nil	(5,000)
Net Incoming Resources before Gains & Losses		<u>11,063</u>	<u>41,261</u>
Other Recognised gains (losses)			
Realised gains/(losses) on investments		2,295	3,856
Unrealised gains/(losses) on investments		nil	(10,485)
Net Movements in Funds		<u>13,358</u>	<u>34,631</u>
Total funds brought forward		240,390	205,758
Total Funds Carried Forward		<u>253,748</u>	<u>240,390</u>

THE EDRIDGE FUND OF NAPO
BALANCE SHEET

As at 31st December 2019

	Notes	2019		2018	
		£	£	£	£
FIXED ASSETS					
Tangible Assets	3		nil		nil
Investments	10b		nil		179,365
CURRENT ASSETS					
Debtors	8 & 9	3,288		2,488	
Cash at Bank and in Hand		<u>252,991</u>		<u>64,774</u>	
		<u>256,279</u>		<u>67,262</u>	
Creditors					
Amounts falling due within one year					
Accruals	5	<u>2,531</u>		<u>6,237</u>	
Net Current Assets			256,279		61,025
Total Assets less Current Liabilities			<u>253,748</u>		<u>240,390</u>
Net Assets			<u>253,748</u>		<u>240,390</u>
Income Fund and Reserve					
General Reserve as at 31st December 2019			<u>253,748</u>		<u>240,390</u>
Total Funds available to the Fund			<u>253,748</u>		<u>240,390</u>

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

Alan Goode– Chair of Trustees
 July 2020

The notes below and on the following 2 pages form part of these accounts.

Notes forming part of the Accounts

FOR THE YEAR ENDED 31 DECEMBER 2019

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

		2019	2018
	<i>Notes</i>	£	£
Staff Salaries		10829	10,525
Office Services including rent		631	623
General Office costs /equipment maintenance		823	533
Insurance		730	700
Bank Charges		158	196
Depreciation of Fixed Assets	3	<u>Nil</u>	<u>Nil</u>
		<u>13,171</u>	<u>12,577</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.

4. GOVERNANCE

		2019	2018
	<i>Notes</i>	£	£
Staff & Trustees Expenses	4a	699	683
Independent Examiner's Fee		Nil	Nil
Napo Conference Expenses		Nil	Nil
Meeting Room Hire		Nil	174
Trustees Training		<u>Nil</u>	<u>Nil</u>
		<u>699</u>	<u>857</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.

5. CREDITORS

	£	
Grants authorized in 2019, but paid in 2020	300	
50/50 Winner December 2018	92	
Staff Salaries to pay to Napo as Payroll Agent	1754	
Staff Salaries Pay Review arrears	303	
Napo Mail forwarding 2019 – estimated	30	
Trustee & Staff Expenses paid in 2020	<u>52</u>	
	<u>2,531</u>	-

6. FUND RAISING INCOME

	£
Fund Raising & Sponsored events	2,256
50/50 Lottery Club subscriptions *	<u>2,072</u>
	<u>4,238</u>

*This means that the net benefits to the Fund from the 50/50 Club is £941 for the current year.

a. The sale of merchandise now includes the sale of existing stocks of Christmas Cards, as well as new stocks purchased in the current year. In former years, up to 2017, we have accounted for Christmas Cards as a separate item.

7. TUUT GRANT RESTRICTED FUNDS

In accordance with Charity Commission guidelines these funds are classified as "Restricted" as they were received for a specific purpose, which was the purchase of Card Payment machines. We bought one machine in 2018, but in 2019 we changed supplier in view of high ongoing costs, and purchased an alternative card machine with considerably lower ongoing costs.

8. GIFT AID TAX REFUND CLAIMS

Gift Aid Claims carried forward from the 2018 accounts as debtors and updated for current tax year

	£
Debtor figure brought forward from 2018	2,488
<i>Covers Gift Aid Claims to be made up to 2017/2018</i>	
Estimated Claim for 2018/2019	<u>800</u>
Balance of estimated Gift Aid carried forward as Debtor for 2019	<u>3,288</u>

9. DEBTORS

	<i>Notes</i>	£
Gift Aid receivable (estimated)	8	<u>3,288</u>

10. HSBC BANK ACCOUNTS & INVESTMENTS

- a. As stated in our Report for 2018, our HSBC current and deposit accounts were closed by the Bank in September 2018. After we had complained, it was accepted by the Bank that they had acted incorrectly. Subsequently we received the sum of £500 in compensation.
- b. Following on from the closure of our Bank accounts with HSBC, the Investment Department closed the account and remitted the proceeds to us. Thus, any gains or losses were entirely realised.

11. VOLUNTARY INCOME – Special Items

	£
CSiS Charity Fund	10,000
Bequest	
<i>The Estate of the late James Tysoe</i>	<u>20,250</u>
	<u>30,250</u>

See main Report for details

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, and the result of the Independent Examination will be available on the Edridge Fund website after Napo AGM in October 2020.

Jeanne Peall – Honorary Treasurer
July 2020

**Napo Report
& Accounts
31 December 2019**

NAPO

Officers' Report

The Officers present their report and accounts for the year ended 31 December 2019.

Officers

The following persons served as officers during the year:

K Lomas
S Foreman
J Barlow
I Bhogal
D Raho resigned October 2019
D James appointed October 2019
N Taylor-Ebong appointed October 2019
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 21 May 2020 and signed on its behalf.



K Stokeld
Vice Chair
21 May 2020

NAPO

Independent auditor's report to the members of NAPO

Opinion

We have audited the accounts of NAPO for the year ended 31 December 2019 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 2019 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.

NAPO

Independent auditor's report to the members of NAPO

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. This description forms part of our auditor's report.



Mr David Goodwin
(Senior Statutory Auditor)
for and on behalf of
Sturgess Hutchinson (Leicester) Limited
Accountants and Statutory Auditors
21 May 2020

21 New Walk
Leicester
LE1 6TE

NAPO
Income and Expenditure Account
for the year ended 31 December 2019

	Notes	2019 £	2018 £
Income from Subscriptions		1,129,398	1,109,229
Other Income	3	10,477	13,923
TUC Projects		63,004	60,031
		<u>1,202,879</u>	<u>1,183,183</u>
Staff costs		(780,818)	(764,182)
Staff recruitment, training and expenses		(28,127)	(25,816)
TUC Projects		(63,004)	(60,031)
Accommodation costs		(111,832)	(114,078)
Operating costs		(231,064)	(181,420)
Committee, conference & affiliation costs		(194,708)	(183,845)
Financial & legal costs		(19,453)	(34,940)
Branch expenditure		(58,067)	(70,578)
Surplus/Deficit on revaluation of investments		114,762	(37,478)
Deficit before taxation		<u>(169,432)</u>	<u>(289,185)</u>
Tax on deficit		(1,308)	(967)
Deficit for the financial year		<u>(170,740)</u>	<u>(290,152)</u>

NAPO

Balance Sheet as at 31 December 2019

	Notes	2019 £	2018 £
Fixed assets			
Tangible assets	6	9,627	3,841
Current assets			
Debtors	7	30,047	50,163
Cash at bank and in hand			
Branches		34,904	30,506
WULF Project Bank Account		16,418	25,929
Head Office		2,210,241	2,683,237
		<u>2,291,610</u>	<u>2,789,835</u>
Creditors: amounts falling due within one year	8	(124,521)	(200,941)
Net current assets		<u>2,167,089</u>	<u>2,588,894</u>
Net assets		<u>2,176,716</u>	<u>2,592,735</u>
Reserves			
Office Relocation Reserve		250,000	250,000
Special Aid Fund		(171,090)	(22,579)
Action Fund		55,530	55,530
NAPO Organising Fund		65,994	79,570
Branch Support Fund		5,141	5,141
General Fund		1,971,141	2,225,073
		<u>2,176,716</u>	<u>2,592,735</u>



I Lawrence
General Secretary



K Stokeld
Vice Chair

Dated: 21 May 2020

NAPO
Movement of Funds Summary
for the year ended 31 December 2019

	General Fund	Office Relocation reserve	Legal & Represent- ation Fund	Action Fund	NAPO Organising Fund	Branch Support Fund	Total
	£	£	£	£	£	£	£
Income	1,202,879	-	-	-	-	-	1,202,879
Expenditure	(1,372,311)	-	(231,703)	-	(13,576)	-	(1,617,590)
Surplus/(deficit) for the year	(169,432)	-	(231,703)	-	(13,576)	-	(414,711)
Taxation	(1,308)	-	-	-	-	-	(1,308)
Net surplus/(deficit)	(170,740)	-	(231,703)	-	(13,576)	-	(416,019)
Transfer between funds	(83,192)	-	83,192	-	-	-	-
Net incoming resources	(253,932)	-	(148,511)	-	(13,576)	-	(416,019)
At 1 January 2019	2,225,073	250,000	(22,579)	55,530	79,570	5,141	2,592,735
At 31 December 2019	1,971,141	250,000	(171,090)	55,530	65,994	5,141	2,176,716

NAPO
Notes to the Accounts
for the year ended 31 December 2019

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

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.

NAPO
Notes to the Accounts
for the year ended 31 December 2019

2 Audit information

The audit report is unqualified.

Senior statutory auditor: Mr David Goodwin
 Firm: Sturgess Hutchinson (Leicester) Limited
 Date of audit report: 21 May 2020

3 Other Income	2019	2018
	£	£
Interest receivable	6,882	5,092
Other income	3,595	8,831
	<u>10,477</u>	<u>13,923</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.

5 Staff Costs	2019	2018
	£	£
Wages and salaries	640,191	627,905
Social Security costs	67,005	68,637
Other Pension costs	73,622	67,640
	<u>780,818</u>	<u>764,182</u>

General Secretary	2019	2018
	£	£
Wages and salaries	84,107	72,295
Social Security costs	10,422	8,776
Other Pension costs	4,621	2,892
	<u>99,150</u>	<u>83,963</u>

NAPO
Notes to the Accounts
for the year ended 31 December 2019

6 Tangible fixed assets

	Computer equipment & software £
Cost	
At 1 January 2019	8,995
Additions	8,995
At 31 December 2019	<u>17,990</u>
Depreciation	
At 1 January 2019	5,154
Charge for the year	3,209
At 31 December 2019	<u>8,363</u>
Net book value	
At 1 January 2019	<u>3,841</u>
At 31 December 2019	<u>9,627</u>

7 Debtors

	2019 £	2018 £
Trade debtors	4,790	31,472
Prepayments	20,540	5,327
Other debtors	4,717	13,364
	<u>30,047</u>	<u>50,163</u>

8 Creditors: amounts falling due within one year

	2019 £	2018 £
Bank loans and overdrafts	-	76,002
Taxation and social security costs	1,308	967
Other creditors	123,213	123,972
	<u>124,521</u>	<u>200,941</u>

NAPO
Notes to the Accounts
for the year ended 31 December 2019

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 £73,622 (2018 - £67,640). No contributions were due at the year end or at the previous year end.

NAPO

National Office Detailed Income and Expenditure Account for the year ended 31 December 2019

	2019 £	2018 £
Membership Subscriptions	1,129,398	1,109,229
Bank Deposit Interest	6,882	5,092
TUC ULR Project	63,004	60,031
Gains on investment income	114,762	-
Sundry Income	1,972	5,748
	<u>1,316,018</u>	<u>1,180,100</u>
Staff costs		
Salaries, Pension, National Ins	780,818	764,182
Staff Recruitment	1,455	3,983
Staff Training	3,287	5,579
Staff Expenses	23,385	16,254
	<u>808,945</u>	<u>789,998</u>
TUC ULR Project	<u>63,004</u>	<u>60,031</u>
Accommodation costs		
Rates, Light & Heat	13,249	14,106
Rent & Service Charge	94,975	95,107
Insurance	360	2,219
Professional Indemnity Insurance	1,972	1,952
Sundry	1,276	695
	<u>111,832</u>	<u>114,079</u>
Operating costs		
Print, Stationery & Equipment	9,653	9,486
Reference Books & Papers	-	176
Postage	13,273	10,148
Office Move	5,763	-
Telephone	5,129	4,806
	<u>33,818</u>	<u>24,616</u>
Computer Equipment & Support	172,867	116,707
Cost of Publications	21,170	38,176
Depreciation	3,209	1,921
	<u>197,246</u>	<u>156,804</u>

NAPO

National Office Detailed Income and Expenditure Account for the year ended 31 December 2019

Committee, Conference & Branch Costs

Committee Expenses	53,483	51,410
Cost of Conferences	49,647	48,257
Branch Grant	34,234	34,223
Branch Conference Funding	26,442	17,657
Branch Training	18,665	1,181
Health & Safety Training	1,125	2,301
Members Service (Parliament Hill)	7,041	6,917
Branch Accounts	2,612	-
T-shirts	-	1,285
Strategy for Growth (Comms)	1,358	6,410
Consultancy	-	8,568
Welsh Language Translations	-	336
Membership Recruitment	9,480	2,897
	<u>204,087</u>	<u>181,442</u>

Subscriptions & Affiliations

TUC Fees	14,531	13,908
Other Fees	2,940	1,808
GFTU Fees	5,297	4,899
	<u>22,768</u>	<u>20,615</u>

Edridge Donation	11,397	11,537
General Donations	50	-
	<u>11,447</u>	<u>11,537</u>

Campaign/Media/Parliamentary Work	10,588	7,924
Ballot	6,494	13,829
	<u>17,082</u>	<u>21,753</u>

Financial Costs

Audit Fee	9,500	9,500
Bank Charges	5,866	5,617
Legal & Professional Fees	4,087	19,823
Loss on revaluation of investments	-	37,478
	<u>19,453</u>	<u>72,418</u>

(1,489,682) (1,453,293)

National Office Surplus before taxation (173,664) (273,193)

Less: Branch Office Deficit 4,532 (15,992)

Total Surplus before taxation (169,132) (289,185)

NAPO

Branches - Detailed Income and Expenditure Account for the year ended 31 December 2019

	2019 £	2018 £
Grants from National Office	30,811	34,631
Hardship Grant	805	3,500
Conference Funding from National Office	30,165	17,249
Individual Contributions	-	2,026
Members Account	-	-
Sundry Income	1,623	687
	<u>63,404</u>	<u>58,093</u>
Branch Expenses		
Expenses of Other Officials	5,780	12,340
Printing, Postage & Stationery	94	630
Branch Refund	-	759
Branch Meetings	6,293	7,469
Bank Charges	656	551
Adj to Northern Ireland bank account	-	(1,404)
Training	1,357	274
Donations	420	936
Transfer to Organising Fund (Leicestershire & Rutland AC)	-	-
Cost of Annual & Branch Conference	37,480	45,629
Member Account	-	1,615
Other Branch Expenses	6,792	5,286
	<u>58,872</u>	<u>74,085</u>
Surplus before taxation	<u>4,532</u>	<u>(15,992)</u>
Charged to General Fund	58,067	70,578
Transfer from NAPO Organising Fund	805	3,500
	<u>58,872</u>	<u>74,078</u>

NAPO

Publications Account for the year ended 31 December 2019

	2019 £		2018 £
Cost of Publications			
Printing Newsletter	14,362		18,342
Probation Journal	51,111		62,153
CAFCASS Journal	2,403		2,300
Postage - Newsletter & Journal	1,000		500
	<u>68,876</u>		<u>83,295</u>
Less:			
Inserts Journal & Newsletter	-		-
Income from other publications			
NAPO Newsletter Adverts	4,524		-
Royalties Probation Journal	43,148	44,909	
Sundry Publications	34	210	
	<u>(47,706)</u>		<u>(45,119)</u>
Total cost of Publications	<u>21,170</u>		<u>38,176</u>

NAPO

Conference Account for the year ended 31 December 2019

		2019 £		2018 £
Cost of Annual Conference	55,529		53,108	
Less: Registration Fees	(10,370)		(11,148)	
Net Cost of Annual Conference		45,159		41,960
Cost of Family Court Conference	-		1,797	
Less: Registration Fees	-		(30)	
Net Cost of Family Court Conference		-		1,767
Women in NAPO Conference	3,400		-	
Less: Registration Fees	-		-	
Net Cost of Women in NAPO Conference		3,400		-
Cost of PSO Conference	36		1,900	
Less: Registration Fees	-		-	
Net Cost of PSO Conference		36		1,900
TUC Conferences	1,799		1,691	
Other Project Income	-		499	
Other Conferences	-		440	
Project Income	(747)		-	
Total Cost of Other Conferences		1,052		2,630
Total cost of Conferences		49,647		48,257

List of Abbreviations frequently used in the Annual Report

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

