

# NQ7

Napo Quarterly

September 2017

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## The Lammy Review

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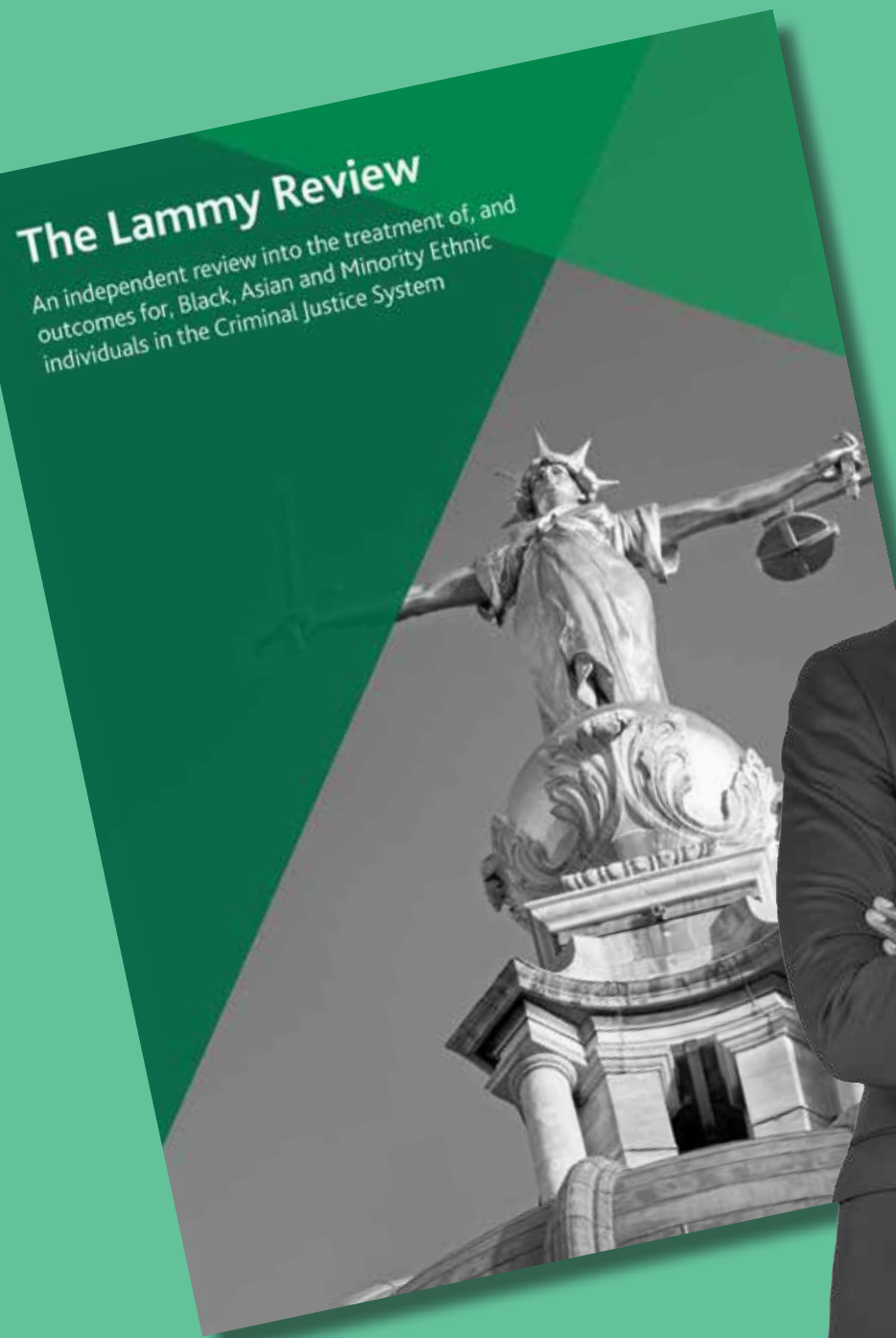
## Double Disadvantage

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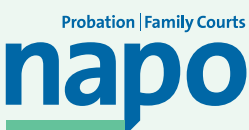
## Guest Writer: Hardeep Matharu

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Published by Napo  
160 Falcon Road  
London SW11 1NY  
[www.napo.org.uk](http://www.napo.org.uk)

# NQ

This edition of *NQ* is a BAME special to recognise and celebrate Black History month. It feels very significant in the current political climate to highlight BAME issues and successes across both the criminal justice system and trade union movement.

We honour the work of some of the most notable BAME trade unionists in the UK who have helped to push boundaries and take steps closer to equality – some of those efforts dating as far back as the 1800s.

The need for black and minority ethnic people to join a union hasn't waned over the years. National official, Ranjit Singh shares his insight on the trade union movement and the benefits of membership.

Staff networks also play a role in supporting people in the workplace and Craig Simpson, national lead for RISE, chats to *NQ* about why representation in the workplace matters.

The publication of the long awaited Lammy Review is explored on page 10. Tasked with reviewing the outcomes for BAME people in the justice system, the London MP proposes some radical steps to address the discrimination inherent in the system.

While probation remains broken we hope it remains very much in the public eye. Our guest writer for this issue Hardeep Matharu is a journalist who intends to make sure this is the case.

Remember *NQ* is your publication and we really appreciate hearing your stories. If you want to contribute to the publication please contact Taytula Burke on [tburke@napo.org.uk](mailto:tburke@napo.org.uk)

# Ian Lawrence writes

## Don't let Brexit divide us

This special edition of *NQ* celebrates cultural diversity in the Labour movement and British history. It is very timely, especially given the raging political debate about whether Britain can remain in the single market and customs union whilst maintaining the minority government's policy of massively reduced immigration.

Ever since the referendum result and the triggering of article 50, the UK's intention to exit the EU has been a daily story. Meanwhile, we are currently seeing:

- An unprecedented fall in the UK's economic growth behind a number of our European competitors
- Skilled Workers from the EU and elsewhere leaving Britain due to the ongoing uncertainty around residency rights, causing recruitment problems for
- businesses especially in London and the South East.
- A reduction in incomes for all working people and those in the public sector who are suffering the double whammy of creeping inflation and the pay cap

## Working people must not pay a price!

At the recent Trades Union Congress in Brighton, it was agreed that notwithstanding the fact that Brexit saw trade union members vote for and against in almost equal measure, the TUC position is that the decision must be respected.

It also means that unions must find ways to stay relevant whatever the future brings. This means a new approach by unions to internal and external organisation, communication with members and potential members. It means looking critically at how we interface with our local volunteer representatives and work constructively with employers, but also being ready for those times when resistance is needed.

In many ways the launch of Napo's own "strategy for growth" as articulated elsewhere in this edition of *NQ*, shows that we are ahead of the game here. But while we do not face the same types of problem as our sister unions in say the financial service and manufacturing sectors, we do have much in common.

Napo must be part of a widespread campaign that aims to secure some key principles in the post-Brexit landscape:

- Establishment of an improved minimum wage that all employers must abide by and a complete resistance to the excuses by tax dodging corporations that this is unaffordable
- Wider coverage of collective bargaining and full access for trade unions to engage with employees as an antidote to the "gig" and "uber" type economies.
- A new emphasis on training and re-skilling with a commitment from government to adequately resource it.

A specific agenda for younger workers and those from traditionally under represented groups as a key theme of the TUC's work.

All of this must happen in an economy that works for everyone, not just the corporate interests of a few conglomerates

meaning tariff-free trade agreements, no resuscitation of TTIP especially as it's endorsed by Donald Trump, and an investment strategy that majors in sectors such as housing and public investment in our communities as well as those which will be vital to the UK's self-sufficiency such as manufacturing and food production among others

## Defending diversity post-Brexit

There is another big challenge as well, and that's the need to lift the lid on the real reasons for economic decline which has been perpetuated by the austerity policy.

Much of the debate that has followed the referendum has unfortunately been tainted by the populist media's obsession with "the need to do something about immigration". What really needs doing is facing some uncomfortable truths as to why there is such a strain on public infrastructure, a lack of affordable housing in our communities and decently paid and secure jobs for UK citizens.

Scapegoating is nothing new; as I vividly remember the racist jibes that regularly came my way as the son of an Indian immigrant growing up through the sixties and seventies in South London being told among other things to "go back home". Two decades where genuinely positive moves towards multiculturalism were often dragged back by institutional and overt racism, as evidenced in TV advertisements and sitcoms of the day which would be unacceptable now. As described elsewhere in *NQ*, today's society still presents us with the problems of institutional racism and I am proud to be part of that daily struggle to expose and overcome this particular barrier to progress.

Whatever Brexit may bring we cannot allow division to prosper.



# RISE: Racial inclusion and striving for equality

## Craig Simpson, national lead for staff network RISE, speaks to NQ about supporting BAME staff and why representation matters.

Most of the pressures of working in probation are universal. Workloads and stress are at an all-time high, while the erosion of the profession and increased job insecurity lingers in the air leaving many on edge. But for BAME staff working in the service there is another dynamic to contend with – issues relating to their race.

According to the NOMS Staff Equalities Annual Report, staff appraisal outcomes are far worse for black staff. BAME employees are also more likely to be investigated and be subject to conduct and disciplinary action than their white counterparts.

Napo plays an invaluable role in supporting members when these situations arise; and so too does RISE, the staff network tasked with addressing race related issues across HMPPS.

“The business case for having a race network such as RISE has not changed for decades as we continue to see

disproportionate outcomes for BAME employees and offenders. BAME staff generally experience worse outcomes across most areas of the business and so RISE provides much needed support for individuals who may be feeling quite vulnerable and may need a safe space to talk and receive support,” explains Craig Simpson, national lead for the newly formed staff network.

Previously a probation officer, equality officer and transforming development manager in the Greater Manchester Probation Trust, Craig now draws on this knowledge to head up RISE across England and Wales.

Describing RISE as a “vehicle through which the organisation can consult and engage with staff”, Craig believes it is especially needed to help

BAME employees feel part of a wider organisation, particularly where they may be the only BAME person in an office or team leaving them feeling isolated.

This isolation that some BAME employees face is symptomatic of a wider problem in which BAMEs are overrepresented in the criminal justice system, but underrepresented in the staffing group.

“In the past I can recall being involved in numerous initiatives to specifically target and engage BAME communities to raise awareness of the work of the probation service and present it as a realistic and rewarding employment option. All were delivered by predominantly BAME employees,” Craig says.

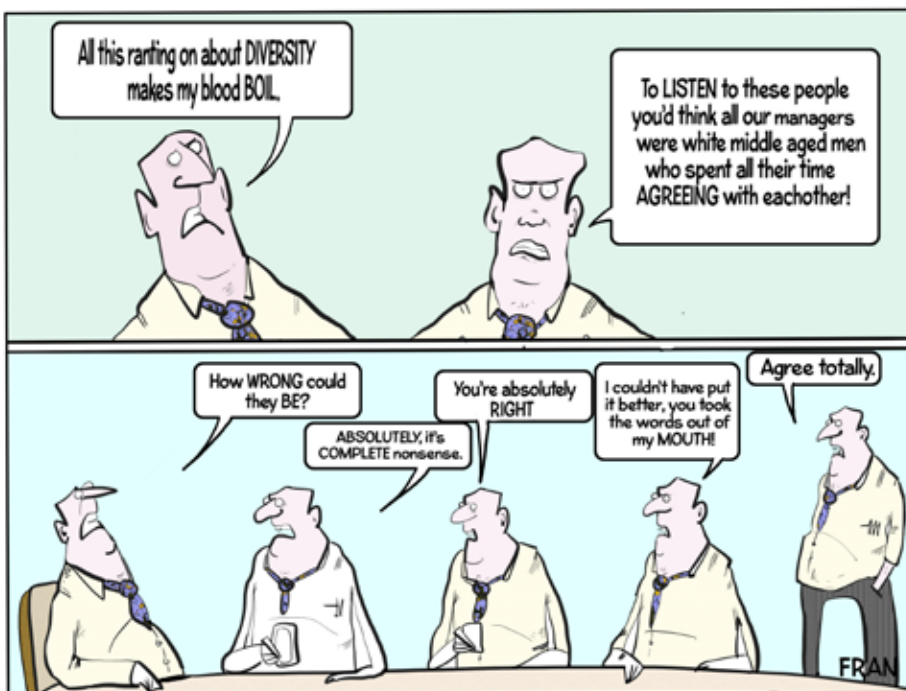
Changes in recruitment methods have not only impacted on the potential for diversity in the organisation, but also have implications for service users.

“If a client group cannot see themselves, i.e. someone who looks like them within the workforce, there is the assumption that the organisation is unable to meet their needs and is less likely to understand them. A representative workforce is more likely to have an increased awareness and knowledge of cultural issues, and thereby aid the rehabilitative process and public protection,” explains Craig.

So many problems seem to have arisen as a consequence of Transforming Rehabilitation, and less opportunity for innovation and creativity in meeting the needs of minority groups seems to be another of them.

“Ultimately we now see less bespoke programmes and interventions than we previously experienced. However, it is hoped that the publication of the Lammy Review may provide a refocusing and new impetus for the race agenda,” says Craig.

To find out more information about RISE email [RISE@noms.gsi.gov.uk](mailto:RISE@noms.gsi.gov.uk)



**At the top end of the year the Napo Workloads Campaign was launched in response to the overwhelming pressures many of our members up and down the country are facing.**

**While we continue to press the issue with employers, members are reporting wins as a direct result of Napo intervention.**

**Rosa Richardson, a PO in East Anglia branch, shares her story.**

I was brought up to give 100% effort to do the job I get paid for. No complaints; just get on with it. I did not believe in unions either. I only saw them going on strike and didn't realise the work they did behind the scenes.

When I completed my probation officer training I was offered a job at HMP Bure as programme facilitator. After five years I was redeployed to work in the community as an offender manager. I was promised full training to prepare for this highly demanding job. The reality was that I had to learn all the new processes and procedures as I went along. After a year of just getting my head above water, we had one colleague move to a YOT team and another colleague went on maternity leave. This meant that our team average WMT was 151%.

We started to compile a team risk assessment to highlight the work related stress amongst all offender managers at Waveney and Yare office. Napo representatives attended a meeting in October 2016 with our Head of LDU to report the issues and were told that an external advertisement for a probation officer had been rolled out.

We sent an email to the health, safety and fire divisional lead to highlight the employer's duty of care to their staff and that work related stress caused by the organisation was at a critical level.

# I decided to fight for my right

In December 2016, we had support from one agency worker that mainly covered the duty officer role, and took over a few case loads from us for four months. This resulted in the team average WMT being reduced, but the individual WMT remained very high.

In January 2017 we were offered a half-day workshop on managing stress. Not much changed apart from our WMT increasing to an average 178%. Colleagues were broken and the stress level had affected our physical and mental health significantly.

Napo East Anglia branch representatives worked extremely hard to raise our situation at every opportunity. Then in March 2017, with the support and guidance from Napo national official Ranjit Singh, most of our colleagues sent a "Foreseeability Notice" to our divisional lead, and I actively encouraged colleagues to complete incidence reports. With the support from our branch secretary, we passed the motion to be in dispute with our employer regarding the excessive workloads.

As a result of Napo's support and guidance, in May 2017 we were given three POs on detached duty and two agency PSOs. This allowed us some breathing space.

Unfortunately, all of the detached duty PO support has now ended. We were promised that some of our existing cases will be transferred to the Norwich office. Slowly, this is being done. However, they are only transferring problems from one office to the next.

Without Napo's intervention, I cannot imagine what would have happened to our team. No one wants to be seen as trouble maker, weak or not resilient to pressure. But we can't just sit back and accept unfair treatment. I decided to fight for my right and Napo was my voice.

**ROSA RICHARDSON**

**IF YOU HAVE ANY SUCCESS STORIES YOU WOULD LIKE TO SHARE WITH MEMBERS. PLEASE EMAIL [EDITORIAL@NAPO.ORG.UK](mailto:EDITORIAL@NAPO.ORG.UK)**

# Family Court Focus: Workloads in Cafcass

I have been hearing an increasing amount of feedback from colleagues around the country regarding increasing workloads and working increasingly long hours. Below are just a few examples:

*"I've been trying to push feelings of inadequacy to one side. Two safeguarding letters a day is just not feasible in my view. This can be on top of an office duty day in which the demands of screening take up hours of practitioner's time."*

*"For me, managing means logging on before 9am and I never log off at 5pm. When I've been unable to log on early, I really notice how much I've come to rely on those extra hours to manage my workload."*

*"Management response was along the lines of: it's a hazard of the social worker profession, whatever field you're in that we put in extra hours".*

*"People are feeling increasingly isolated with all the working from home that we do. Team meetings are the few occasions we all get to see each other and should be encouraged." (Increasingly staff are phoning in to team meetings rather than attending in person, particularly when teams cover a large geographical area)*

*"In relation to overwork it links with the lack of job satisfaction as we are working extra hours to keep up with a system that seems increasingly distant from the children we are meant to protect, as other services also shrink to fit austerity."*

*"I'm fed up with working most evenings and every weekend just to try and keep on top of things. I don't feel this is sustainable long term. Sitting in front of*

*this computer for hours on end isn't good for my physical or mental wellbeing."*

*"I feel particularly bad that, when service users aren't available for scheduled phone interviews, I don't have space at the moment to offer an alternative which means, unless it's for my court duty, you, my colleagues, have to do safeguarding interviews as court duty officers so I apologise but I just don't have any other options."*

*"I'm feeling the pressure too added to which lots of changes. I feel increasingly isolated because I rarely see anyone from dawn to dusk although I'm on the phone all day."*

*"I would like to be able to have an away day. Even half a day that was just about us all coming together having a chat about practice, etc; without there necessarily being any agenda set for learning."*

*"I don't know what others think but I am also finding that the cases are increasingly complex with lots of child protection concerns and when cases are like that they usually take a lot longer than half a day to finish all the enquires."*

*"How can we get to 'outstanding' in these circumstances?"*

*"I have been questioning my ability to do this job over the past couple of months. I felt that I was not coping and that this is my problem. It is has been very reassuring to know that it is not just me. I feel as though this job has taken over my life over*



Jay Barlow

*the past few months."*

*"Certainly those that I have spoken to, both locally and further afield have talked about feeling overwhelmed and I certainly do. What gets to me is the knowledge that we could offer a better quality service if we had the time but we don't have it and are constantly criticised in quality audits.*

*I seem to have been playing catch-up and cannot see a time in the near future when this can be resolved unless I work over my contracted hours."*

*"We are all working over our hours. I don't know how I would cope if I was full time"*

*"I am having very similar discussions with colleagues. One last week showed me how she, as a full time FCA, had 24 cases open and active and six reports to file within the next two weeks and was in low amber. All cases had future hearing dates so the management system was as up to date as possible. How could that be a low amber workload?"*

The comments above have all been made very recently. However, they are very similar to the 100+ comments made on the survey we did last year on working hours and TOIL.

Cafcass are aware that there is a problem with meeting demand and it is fair to say that they are doing their best to recruit. Dean Rogers, assistant general secretary, and I recently met with Anthony Douglas (Cafcass CEO) to discuss a document (Changes in

*"We are all working over our hours. I don't know how I would cope if I was full time"*

*“I have been questioning my ability to do this job over the past couple of months”.*

use of professional time to bring most benefit to children within the resources available) which had been circulated to the judiciary in an effort to reduce some unnecessary work for practitioners. Sadly, I am not optimistic that much will be achieved. It is somewhat unfortunate that we were not consulted prior to circulation as we may have been able to contribute usefully.

Staff need to take their diaries with their case plans to their managers to show what they are doing, how long tasks are taking and what the difficulties are. The bottom line I guess is that staff will feel afraid to put their head up and suggest they have too much work fearing further negative attention to themselves. The workload measurement needs serious attention and there is no sign that this will happen very soon.

Staff can also use the stress risk assessment process but again I expect staff very much fear drawing attention to themselves. The high level of auditing can also add to high stress levels for practitioners.

As a Cafcass family court adviser, being aware that this situation applies to workers right across the public sector does not help. There are increasing reports of workload stress, depression, failure to meet targets and inability to recruit and retain staff in vital organisations such as the NHS, the fire service, police forces, the teaching profession and prisons and probation. This simply adds to the worry. The 1% pay cap is the “icing on the cake for us all.”

The very real concern is that the high level of service that the children and

families we work with should receive will become compromised if staff are overworked, tired and stressed.

Working flexibly from home, while welcomed in some respects, can increase the likelihood of staff working long hours.

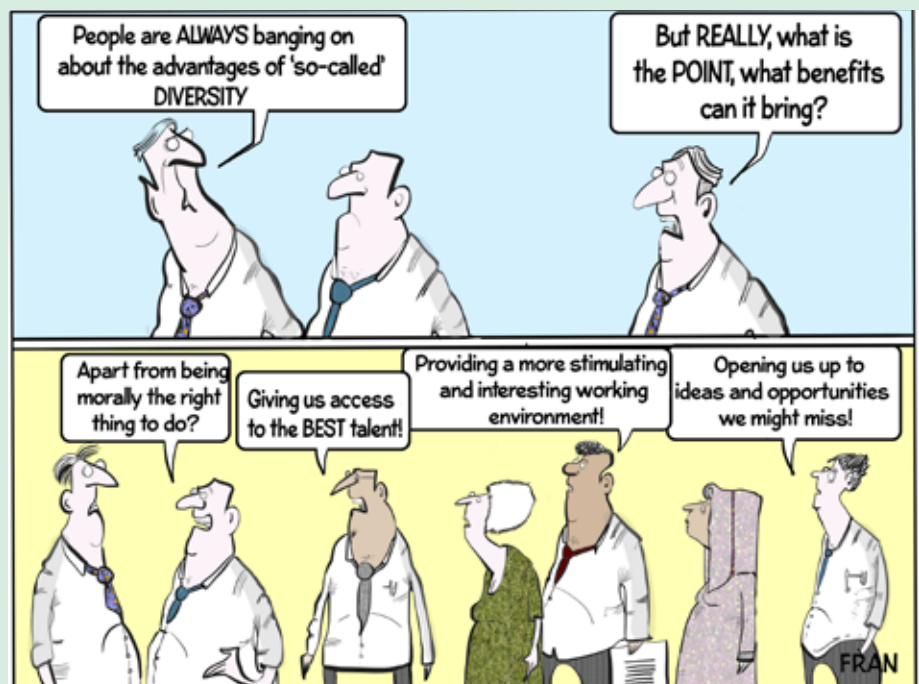
The expectation that TOIL can be anticipated and requested in advance is unrealistic. Who knows in advance which office duties will take up all day and prevent one’s own work from being completed?

Some months ago at a partnership meeting, management agreed to look at the separate Cafcass policy and procedures on TOIL, overtime and working flexibly, due to the confusion which we pointed out.

The Cafcass Negotiating Committee will take up this issue further and updating feedback will follow. Napo is currently running a workloads campaign and the Family Court Section of Napo will be included in this.

**JAY BARLOW**  
**NATIONAL VICE-CHAIR, FAMILY COURT SECTION**

*“People are feeling increasingly isolated with all the working from home that we do.”*



# News round-up

## Let's talk about racism: TUC interim report

The TUC has published the interim findings of a self-report survey of more than 5,000 working people in Britain.

The report reveals that many respondents had experienced racial harassment, violence, bullying and had seen racist material in the workplace.

The TUC findings also show that many BAME workers were less likely to formally raise issues of racism with their employers – preferring to speak to family and friends instead. This was particularly true of female respondents. Most cited a lack of confidence in their employer dealing with their complaints satisfactorily. Worse still, many feared being seen as troublemakers or being forced out of their jobs.

One of the most striking revelations was the high number of BAME women reporting the impact that racism at work had on their mental health and levels of stress. Higher numbers of BAME women than men reported taking sick leave or resigning because of discrimination.

In response to the results of the survey, the TUC has issued recommendations including a refresh of workplace policies around racial discrimination; greater protection for staff from abuse from customers, contractors and service users; and acknowledging the important role government and trade unions have in combating institutional racism in the workplace.

To read the report in full visit: [www.tuc.org.uk/sites/default/files/LetstalkaboutRacism.pdf](http://www.tuc.org.uk/sites/default/files/LetstalkaboutRacism.pdf)



## Napo's hidden disabilities week 2 – 6 October

By 2020 it is estimated that nearly 60% of people over 50 will have a long-term health condition. Many of those with long-term health conditions will have a hidden disability and it is anticipated that mental health conditions will become increasingly prevalent. Indeed, the World Health Organisation has predicted that depression will be the leading cause of disability by 2020.

In the run up to AGM in Nottingham Napo will be holding a *Hidden Disabilities Week* that runs from Monday 2 October to Friday 6 October. During *Hidden Disabilities Week* Napo will be sending all members a different factsheet each day on a specific hidden disability and how it impacts on the owner of that disability. We hope that this will help achieve a better understanding between those with a hidden disability and those without.

If you have any questions about disability related matters at work please do get in touch with your local branch or get in touch with Napo head office at [info@napo.org.uk](mailto:info@napo.org.uk).

## Obituary – Tony Hammes

Tony Hammes – Mercia Branch sadly passed away on 7 September after a long battle against bowel cancer.

Tony had been a member of Napo for 41 years. His career covered Gloucester, Oxford and then West Mercia Probation Trust where he worked until his retirement 4 years ago.

Tony was an active Napo member as an NEC rep, representing members, JNCC rep and membership secretary. He attended AGM every year until he became unwell to do so. He may well be best remembered for speaking against a motion presented of “No Confidence in Chris Grayling”. With horror the Mercia branch watched as Tony walked to the opposing lectern. Boos from the auditorium rang out as he stepped up to speak against the motion. With his usual flair and drama his opening line included the words: “I have every confidence in Chris Grayling” which was met with a sharp intake of breath before with dramatic delivery he proceeded to outline every confidence he had in Chris Grayling making a complete shambles of TR and ruining probation. He always had a way of easing tensions and making people smile and on this occasion he had the room on their knees. The mounting anger and tension in the room vanquished by his eloquence and humour.

Tony was much loved by his branch and members across Napo. He was dedicated to the trade union movement and LGBT and was active in LAGIP for many years. Fluent in sign language, passionate about the arts and a lover of walking and skiing – there was no end to his love for life. He will be sorely missed but he certainly had a full and wonderful life.

TANIA BASSETT



## Help us to help you!

We try our best to keep membership records up to date, but since the service was split and direct debits introduced, it has become a lot more challenging.

Making sure the information we hold for you is accurate is not only a legal requirement, it also helps us to ensure resources are available where they are needed most.

And it also helps you. Did you know that changes to your salary could affect your monthly subscription? Forgetting to tell us that your hours have reduced for example means you could be forking out more than you need to!

We understand that workload and other pressures mean keeping us in the loop can end up at the bottom of your to-do list, but it is important and your responsibility as a member.

### When to contact Napo:

- Any changes to your personal details *including name, personal postal or email address and telephone numbers*
- New bank account details *as this could affect your Direct Debit payments*
- Changes to your salary *including change in hours, sick leave, maternity leave or anything else that could cause your salary to increase, decrease or cease*
- Any other changes to your employment *including office move as this could have a bearing on which branch you belong to*

### How to contact Napo:

- Log in to the members' area at [www.napo.org.uk](http://www.napo.org.uk), check the details we currently hold for you and make the relevant changes.
- Send an email to [membership@napo.org.uk](mailto:membership@napo.org.uk) (please do not send bank details here)
- Write to us at **Freepost NAPO**
- Return any audit forms or response slips we send to you
- Call us on **020 7223 4887**

We look forward to hearing from you so that we can continue to provide you with an excellent service.



## Passing of East Midlands branch member, Jane Douglas (Garrick), 6 August 2017

A much loved and valued colleague and Napo member, whose practice was informed by an unflinching and passionate belief in justice and fairness, Jane will be hugely missed by her partner Gordon, her children Katie, Isla and David and her many friends.

## Unity in retirement

Recent years have seen an intensifying of the considerable challenges for those of our members who are retired and those contemplating retirement.

The structural shift in the probation service brought about by Transforming Rehabilitation has seen a surge in early retirement due to drastic cuts in staffing in the CRCs. Others across the NPS, CRCs and Cafcass have chosen to opt for retirement for personal reasons in consequence of a harsher and constantly shifting and uncertain working environment. On the reverse side those members who have been planning for their retirement have seen changes to pension eligibility that has disrupted those plans and delayed reasonable expectations.

Napo understandably focuses efforts on issues affecting employment and so does not have a particular facility to address comprehensively the array of issues affecting retirement. In recent years however Napo has been in discussions with the Civil Service Pensioners Alliance (CSPA). This is an organisation dedicated to campaigning on behalf of retired members of the public service and providing advice and assistance on a wide range of matters including free legal and financial advice and computer support. Membership of the CSPA is now open to all our members who have retired and those over 55 contemplating retirement. Individual membership costs £24 a year but the subscription is currently waived for Napo members for the first 6 months.

The CSPA is a major campaigning organisation for the rights of current and potential pensioners. It is organised in local branches, with an annual conference (not unlike Napo in both respects) in which retired union activists can ally with others in advancing social justice issues. With other campaigning organisations and trade unions it forms part of a wider alliance ("Later Life Ambitions") to progress that agenda.

A major tenet of trade unionism is that "Unity is Strength". This is equally true for those of us who are retired. For further information please take a look at the CSPA website at [www.cspa.co.uk](http://www.cspa.co.uk)

**PETER ROBINSON**

# The Lammy Review

David Lammy has published his independent review into the treatment of, and outcomes for, BAME individuals in the criminal justice system.

David Lammy has published his final report into the treatment of, and outcomes for, Black, Asian and Minority Ethnic (BAME) individuals in the criminal justice system.

The review, which took 18 months to complete, contains 35 recommendations that the Tottenham MP hopes will encourage a fairer justice system for all, paying special attention to BAME disproportionality in the criminal justice system which not only costs the taxpayer at least £309 million each year, but also has an overwhelming impact on the communities affected.

For example, the proportion of BAME young offenders in custody rose from 25% to 41% between 2006 and 2016, despite the overall number of young offenders falling to record lows.

Meanwhile, evidence shows the rate of black defendants pleading not guilty in crown courts in England and Wales between 2006 and 2014 was 41%, compared to 31% of white defendants. This means they lose the possibility of reduced sentences and it raises questions about trust in the system.

“My review clearly shows BAME individuals still face

bias – including overt discrimination - in parts of the justice system,” Mr Lammy said. “It is only through delivering fairness, rebuilding trust, and sharing responsibility that we will build the equal and just society so often spoken about.”

Recommendations include introducing assessments of a young offender’s maturity and exploring how criminal records could be “sealed”. David Lammy also urges the justice system to take major steps to increase diversity and transparency.

A radical suggestion for a “deferred prosecution” model to be rolled out, allowing low level offenders to receive targeted rehabilitation before entering a plea is also proposed. Those successfully completing rehabilitation programmes would see their charges dropped, while those who did not would still face criminal proceedings.

The scheme has been piloted in the West Midlands, with violent offenders 35% less likely to reoffend. Victims were also more satisfied, feeling that intervention before submitting a plea was more likely to stop reoffending.



## Key principles

- A robust system must be in place to ensure **fair treatment** in every part of the justice system. Bringing decision making into the open and exposing it to scrutiny is the best way of delivering that.
- Building trust in the criminal justice system is essential. In a 2015 survey, 51% of BAMEs in England and Wales believe that “the criminal justice system discriminates against particular groups and individuals.” This lack of trust in the system sees BAME defendants plead not guilty forgoing the opportunity to reduce their sentence by up to a third, and also explains the lack of engagement local communities have with law enforcement.
- Statutory services within the criminal justice system are essential and irreplaceable, but there needs to be an understanding they cannot do everything on their own. More work must be done with local communities and parents to hold offenders to account and demand that they take responsibility for their own lives.



While there are clearly issues BAME around over-representation, Mr Lammy believes that attention also needs to be paid to what is happening outside of the justice system. For example, black children are more than twice as likely to grow up in a lone parent family, and black and mixed ethnic boys are more likely than white boys to be permanently excluded from school. The MP also makes clear that government policy can only go so far, and challenges communities to assume greater responsibility.

“The criminal justice system has deep-seated issues to address, but there is only so much it can do. The factors behind BAME over-representation begin long before a guilty plea, court appearance, or prison sentence.

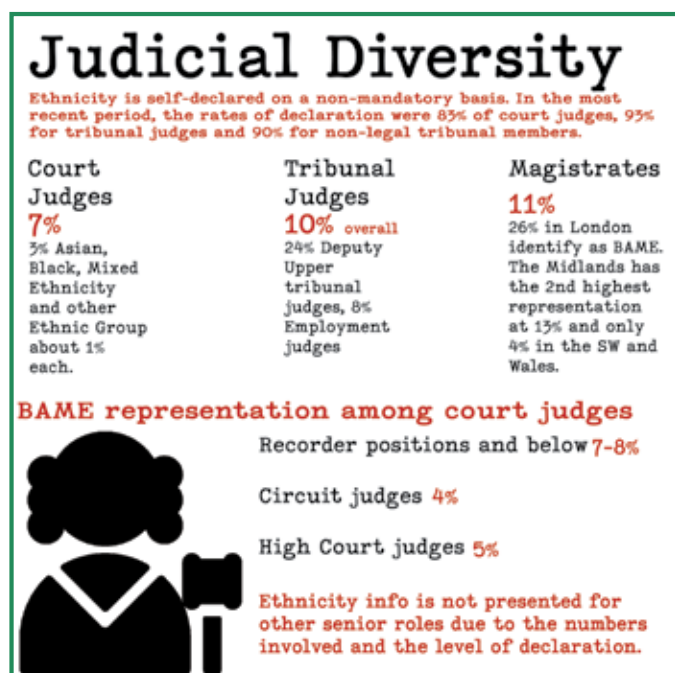
Communities must take greater responsibility for the care and development of their people – failing to do so only damages society as a whole,” said Lammy.

To read the report in full visit [https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/643001/lammy-review-final-report.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/643001/lammy-review-final-report.pdf)

## Lammy recommendations

Some notable recommendations from the review:

- CPS revisiting its approach to gang prosecutions including its role in protecting vulnerable children and women coerced into gang activity.
- Prison governors to ensure Use of Force committees are not ethnically homogeneous, and consequences for officers misusing force on more than one occasion.
- Prison service to set targets for moving a cadre of staff through into leadership positions over the next five years.
- A cross-CJS approach on recording meaningful statistics on ethnicity and religion.
- The “explain or reform principle”; if CJS agencies cannot provide evidence-based explanations for disparities between ethnic groups, then reforms should be introduced to address them.
- CJS to examine how Modern Day Slavery legislation can help protect vulnerable young people being exploited.
- Allow the CPS to make “race-blind decisions” by removing all identifying information where practicable.
- The “deferred prosecution” model which allows interventions before pleas to be rolled out across England and Wales.
- A clear, national target to achieve a representative judiciary by 2025 to be set by government.



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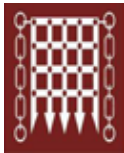
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## Probation services in England and Wales - the future of the *Transforming Rehabilitation* framework and priorities for *Through the Gate* resettlement

Morning, Tuesday, 7th November 2017, Central London

THIS EVENT IS CPD CERTIFIED

This seminar will focus on the future of probation services in England and Wales. It is scheduled to give delegates an opportunity to engage on the findings of HM Prisons and Probation Service's probation system review – which is expected to be published in the autumn, and will assess the future of government's Transforming Rehabilitation framework.

This conference will bring together members of both Houses of Parliament, senior government officials involved in this area of public policy, together with probation staff and CRCs, local government officials, services and outsourcing providers, charities, employers, training providers, health practitioners and service-user networks, as well as academics and reporters from the national and trade press.

Speakers include Dame Glenys Stacey, Jim Barton, Lawrence Burke and Napo General Secretary Ian Lawrence.

For more information and to book your place visit <http://www.westminsterforumprojects.co.uk/conference/probation-reform-in-England-and-Wales-2017>

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# NEC support Napo's strategy for growth

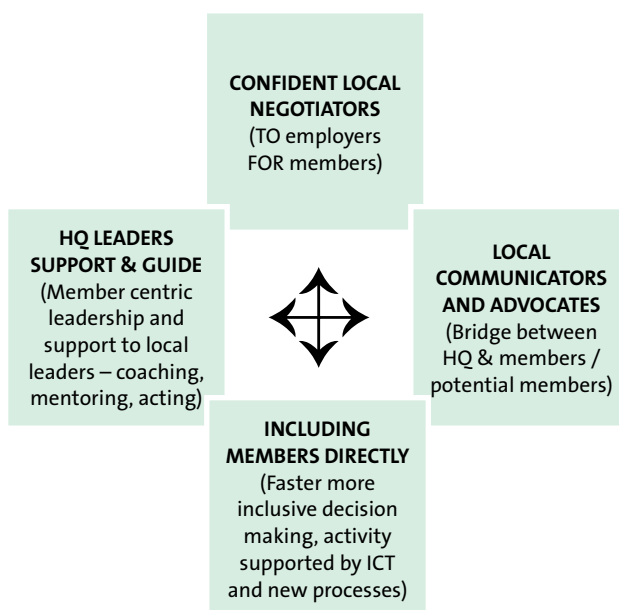
Napo's National Executive have given its in principle support to a new strategy for growth which aims to secure Napo's future as an independent union and professional association for all those working across probation and the family court services.

Probation and family courts have been hit by earthquakes and remain uncertain and unstable environments. With this level of change and instability there has never been a greater need for a strong and effective Napo at local and national level. However, if everything around us has changed Napo needs to review everything we do to make sure we are as effective and efficient as possible. The strategy starts with recognising that Napo can, and must, do better and work differently. Napo has also been damaged in the earthquakes – many experienced local representatives have left and our organising structures have been weakened, whilst the demands upon us arising from the need to negotiate with far more employers around huge numbers of issues means we have to review how we do things.

What hasn't changed and cannot change are Napo's aims and values – the "why and what we do" things. The strategy recognises this by anchoring and testing the proposed changes against "tests" based upon our aims and values – namely, involving as many members as possible as often as possible; delivering high quality member support through local representatives, coached and mentored by HQ leaders; further supported by a network of Napo champions and advocates all still accountable to each other and members through transparent, simple and supportive structures. All elements

should be able to respond to challenges quickly and in unity as whilst aiming to lead the agenda on professional issues.

## What, Who, How and When



These principles will be tested against Napo's behaviours and values, consistently captured as Positive, Relevant, Inclusive, Demanding and Ethical (PRIDE). These values will be developed and defined in partnership and incorporated into our new coaching and development programme which will be extended to all relevant groups for the first time in Napo – i.e. National Officers and Officials will discuss and agree with local activists priorities, support, training needs, resources etc., and then work together to deliver these local plans, assessing and measuring success against the PRIDE values – then using the outcomes to inform Napo's national planning, resource allocation and priorities – creating an inclusive virtuous cycle with greater accountability and flexibility.

A number of early initiatives aim to support this shift and establish some positive momentum – for example, improved recording of what local activists do will give us a better central record of local successes, numbers we've helped, "live" information about issues to better inform campaigning and negotiations, and support more effective member recruitment. Monies from the sale of Napo's HQ can be utilised to target existing training and resource gaps, and to invest in improved ICT to better support direct member engagement – freeing activists locally to use their Napo time more effectively. We also intend to run a Napo wide members' survey and pilot a non-members' survey, to test ideas and existing priorities and impressions of Napo. This will inform our planning and inform assessments around

value for money.

The initial strategy includes 25 specific change proposals. These won't all happen at once and when tested some of them may not meet our own principles and values tests, whilst other ideas will emerge out of the increased engagement with members – the Strategy for Growth is seen as an emerging four year project. No one in Napo thinks we have all the answers but it is our duty to have all the questions and that starts with testing ourselves to do the best we can for members.

To find out more detail on the Strategy for Growth, or to contribute ideas and thoughts on how Napo can do things differently please email [info@napo.org.uk](mailto:info@napo.org.uk) with the email heading "Strategy for Growth".

**DEAN ROGERS**  
**ASSISTANT GENERAL SECRETARY**

# Double disadvantage

Black, Asian and Minority Ethnic women in the criminal justice system experience a “double disadvantage” a report by Agenda and Women In Prison reveals.

The report commissioned to feed into the Lammy Review explored the experiences of BAME women across three focus groups in two prisons and one community-based project.

Set against a backdrop of black women being 25% more likely than white women to be sentenced to custody at crown court, the report also highlights the disproportional outcomes for certain offences. For example, for every 100 white women sentenced to custody for drug offences, 227 black women received custodial sentences.

The impact of these sentences has far reaching ramifications for family and the community. It is estimated that more than 17,000 children are separated from their mothers because of imprisonment. This has a particularly devastating affect on the black community since more than half of African and Caribbean families in the UK is headed by a single parent.

Focus group participants discussed the racism they faced across the entire justice system and cited language barriers and important factors such as mental health issues not being taken into consideration as further compounding

the discrimination.

Poor diversity within the prison staff group was also pointed at as a reason for the lack of cultural understanding. Participants claim that the few black prison officers there are get treated with suspicion if they interact with women of their own cultural background so avoided doing so.

Interestingly, women in the community-based project felt that a positive relationship with their probation officer contributed to their rehabilitation. “If [probation officer’s name: X] was around a long time ago, I would stop shoplift, probably I would stop smoking... Knowing X, I go to rehab... Knowing X, I don’t steal,” said one participant.

The report concludes with a range of recommendations including reviewing how joint enterprise laws affect women; ensuring remand is not overused; and focusing efforts on making sure prison and probation staff reflect the gender and ethnicity of clients they serve.

To read the report in full visit: <http://www.womeninprison.org.uk/perch/resources/double-disadvantage-1.pdf>



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# Ranjit Singh

## Napo national official, Ranjit Singh, talks BAMEs and the trade union movement

### What made you get involved in trade unions?

Instinctively, I've always had a strong desire to fight for fairness and against injustice. Therefore, I was always going to be sympathetic towards trade unions as these are core aims of the movement. So, as soon as I started work, I joined a trade union. I became an activist whilst I was working at Walsall Council in the early 2000s. At the time, I was working at the Local Education Authority and the whole LEA was threatened with privatisation. It was a stressful environment to be working in. There was job insecurity and our jobs were being changed drastically and we felt powerless about what was happening. I recognised that individually there was little we could do. So I decided to get more involved in the union and I became an activist and I got elected as a workplace rep. Getting active and organised was transformative for me as it gave us a voice against the power of the employer. Getting organised meant that we were able to challenge decisions that were being made and although we did not win the fight against privatisation, it helped curb the worst excesses of the plans proposed.

Getting involved as an activist, opened up other opportunities as I was elected to go to regional and national meetings.

### Why do you think there is some reluctance from BAMEs to join unions?

I think, it's maybe a historical legacy. For example like my father's generation who were invited to the UK back in the 50s and 60s from the West Indies and the Indian sub-continent to fill labour shortages, their experience in the workplace was as my dad described it quite hostile. I guess those experiences have been passed down from that generation to the next

therefore making people wary about joining a union

However, there has been progress since then, in the 1970s things began to change as we had black leaders emerge in the movement. Great women like Jayaben Desai who led the Grunwick strike helped make unions re-think the way they thought about race and things began to change for the better. In the 1990s we had the first black general secretary of a union. I think having black leaders in the movement like Jayaben Desai and Bill Morris in positions of leadership was a significant leap forward. It meant we started to see black people having a voice within trade unions.

Of course, it not just about historical issues, trade unions are not immune from racism and as a movement we should always be vigilant to make sure that we are doing all we can to challenge racism wherever we find it. One of the best ways to achieve this in unions is by allowing members the ability to self-organise and for their voice to be heard in the union and any grievances can be aired. I do believe that we have made some genuine progress, for example we have the TUC Black Workers Conference that is still going strong and many individual unions now also have forums for members to come together. Having said that there are still barriers that persist and we as unions need to do more to reach out to black people not only in the workplace but I believe we should be going out to them in the communities in which they live and promote what trade unions are all about and how they help.

### Why is there an absence of talk about issues specifically facing black people in the trade union movement? Is it because there is a genuine feeling that these issues don't exist or people feel uncomfortable having to address them?

I think there may be an element of that as there still isn't enough diversity in the leaderships of most trade unions therefore when it comes to dealing



with sensitive issues of race sometimes unions prefer to bury their head in the sand. Racism is real and racism exists in society in the workplace and therefore within trade unions. We are not in a post-racist society yet. So the reality is black people's experiences in the workplace are tinged with that.

As unions we have to support black people if they have had those experiences. I believe a solution is through self-organisation and collective action and by flexing our collective strength. I also think that the struggle for justice and fairness in the workplace is the same struggle for all working people. Fighting for better job security and better pay, is just as important, if not more so for black people as they are disproportionately forced to take up zero hours contracts and low paid jobs. Also fighting for fair and equal access to training and job opportunities will also help career advancement for black people.

By creating a safe space for black people to organize and speak out we provide and create opportunities for them to challenge and confront racism and this gives a platform to raise issues that are of concern to them. I think that unions are better placed than most organisations to address black issues, but there is always more that can be done.

### Do you think that Napo and other unions are equipped to deal with the issues faced by all sections of their membership, or is it down to certain groups to get together and champion the issues that matter to them?

You have to do both. You have to create the opportunity for members to come together and talk about the issues that directly affect their day-to-day lives and the experiences they have in the workplace, but you also have to put it into the broader context of what's happening to a profession, what's happening to a country and what's happening globally. You can't look at things in isolation.



Because Napo is a small union, it's sometimes difficult for us to provide those opportunities. With limited funds and a relatively small membership we have less scope to bring people together. But setting up the Napo Black Network, was a huge step forward and it allowed black members in Napo to come together and to talk about the issues that are of concern to them. But we should not just ghettoize these concerns and they should be mainstreamed so we can use the collective strength of the union as a whole to make things better.

It is important and I would say essential that if you want to change things, you must get the whole of the membership to understand what the issue is and how it should be taken forward. To get "black issues" on the agenda, you first need for them to come from the caucus that is representing that cause, so it's important that there are structures were black people, LGBT people, disabled people can come together and discuss the issues that matter the most to them.

The next step is to use the structures of the union to get the mainstream of the union to take these issues on and progress it as an issue for all. It's only through our collective strength as trade unionists that we can make that difference.

**Outside of the collective voice, why do you think it is important for black people to join a trade union?**

Because we know the nature of work is changing. Work is becoming more precarious; it's becoming more insecure. Being a part of a trade union matters because it helps provide better job security, better pay and conditions and more training opportunities. Most importantly if things do go horribly wrong at work you get access to legal advice and support when you need it most and it also gives you peace of mind that if something does go wrong, that you have the weight of the union behind you. Therefore in my view it's a no brainer it pays to be in a trade union.



The Civil Service Pensioners' Alliance (CSPA) is recognised by the Cabinet Office and other Government Departments and Agencies as the body that represents all retired civil servants. CSPA lobbies and campaigns on behalf of all pensioners through such affiliations as the Public Service Pensioners' Council and the National Pensioners' Convention on such issues as the value of the State Retirement Pension, Universal Pensioner Benefits, social care and health service provision.

Through a joint exercise in cooperation with the Napo National Executive Committee, Napo retired members are being invited to join the CSPA, to not only participate in a wide range of membership benefits and services which include a highly competitive annual travel insurance scheme, but also to participate in the Alliance's lobbying and campaigning agenda.

**NB: CSPA membership costs £24.00 per annum for single membership or £33.60 for joint membership. For the first six months however Napo Retired members are being offered free membership of the CSPA.**

Further information about joining can be obtained from the CSPA as follows:  
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# Guest Writer: Hardeep Matharu



**Hardeep Matharu is a freelance journalist reporting on justice issues at Byline [www.byline.com](http://www.byline.com)**

That those who commit crimes are still a part of our society, the majority of whom will one day walk past us in the street and again live in our communities is an uncomfortable truth conveniently overlooked by most.

How such people are supported through their offending and its consequences should be something that interests everybody. After all, we - each of us - want to live in safe environments in which people can build fulfilling lives and reach their potential; don't we?

The dual crises engulfing both our prisons and probation services are the ultimate result of a reluctance to even consider how to engage in a wider societal debate about what the role of criminal justice should be and how best its aims can be achieved.

Sadly, few could argue that such a debate is not now desperately overdue.

As suicide, self-harm, violence and drug abuse rockets in our overcrowded, under-staffed prisons, failings in the supervision of offenders has fed into, and been exacerbated by, the state of our jails.

Chris Grayling was warned that splitting probation into two public and private arms would have deep repercussions.

I remember speaking to deflated, passionate probation officers at the time who told me that their work wasn't a job, but a vocation - it could be immensely challenging professionally and personally, but that they were driven by a strongly-held desire to help people and better society.

While the Probation Inspectorate has noted that many staff are still working to do the very best they can, the sheer uphill struggle presented by the system in its current state must be frustrating beyond belief.

In its latest report of services in Gloucestershire, the Inspectorate found that while the work of the NPS was

“reasonably good... efforts to rehabilitate offenders often came to little or nothing”. While the “CRC’s work is so far below par that its owner and government need to work together urgently to improve matters”.

Now, more than ever, we need well-informed reporting of these issues – a discussion in the public domain about how we can solve the current crises consuming our prisons and probation, but also how we can bring about a new social paradigm around our whole approach to criminal justice.

I have been reporting on justice issues since I was a local newspaper reporter for the Epsom Guardian, covering Chris Grayling’s constituency. I was there when Napo’s members marched through the town centre voicing their opposition to Transforming Rehabilitation.

Now, as an independent reporter, I have recently launched a project on the crowdfunded journalism website Byline to explore the questions I have posed above: what are the solutions and where do we go from here?

If we can't now return to the “advise, assist, befriend” model of probation, how can we move past the more punitive, bureaucratic approach of recent years? How can prisons better prepare offenders for life outside? Who should be ending up in prison, what are its alternatives and how can probation and community-centred social justice play a role here? Which social failures are being passed off as criminal justice shortcomings?

I am keen to hear from anyone who would be willing to share their thoughts and insights – anonymously if required – on any of the issues I have raised. Please feel free to contact me by emailing [matharukhardeep@gmail.com](mailto:matharukhardeep@gmail.com) or through Twitter @Hardeep\_Matharu. A link to my Byline column can be found here: [www.byline.com/column/71](http://www.byline.com/column/71). Any support would be much appreciated.

**HARDEEP MATHARU**

# Pension, PAYE and tax errors: have you been affected?



Napo has uncovered systematic pension, PAYE and tax processing errors in the NPS and some CRCs thought to be as a result of Shared Services' introduction of a Single Operating Platform in February used to handle payroll and human resources transactions.

The full number of staff who have been impacted is still unknown – but the NPS has confirmed anyone who has had any changes made to their salary since February are likely to be affected.

## How do I find out if I have a problem?

### Step one: do I fall into one of the affected groups?

The problem is thought to include (but not necessarily limited to) people who have had changes made to their salaries since February 2017. This includes sessional workers, those working overtime, people on maternity or paternity leave, anyone who has received sick pay and staff who have been promoted.

*If you do not fall into any of the groups above, it is still worth following steps two to four.*

### Step two: check your payslips

Compare your most recent payslips paying attention to pension contributions. If they do not appear on your payslip or there are variances, there could be an issue.

### Step three: make sure your pension contributions are correct

Use your payslips to identify how much you get paid *before any deductions* and multiply this number by 12 to calculate your expected annual salary. Check you are making the correct pensions contribution for the amount you are earning.

### Step four: check your pension statement

Whether or not you think you have been affected, and if you are a member of the LGPS, please check your annual pension statement which we understand you should receive by 5 September.

### Step five: raising any concerns you may have

- Email your line manager to register a concern about your pension contributions. *It is the employer's responsibility to resolve the problem. Your local Napo rep and Napo HQ will not be able to resolve individual cases.*
- Contact GMPF on 0161 301 7000 with your concerns. This will support your claim should you need to go to the Pensions Ombudsman.
- Notify your local Napo rep that you have taken the steps above so they can keep Napo up to date with any trends and developments.

*In the meantime, if your employer asks you to make extra payments, do not do so until speaking to Napo. Your union is currently seeking advice whether any shortfalls can be met from the Secretary of State's Fund.*

*Napo is currently in the process of challenging the employers collectively for you, and the NPS has announced it is investigating the issues raised.*

To read this guidance in full please visit <https://www.napo.org.uk/advice-remembers-regarding-pension-pay-and-tax-errors>

# Black trade unionists

The valuable role black and minority ethnic people have played in the trade union movement often goes unheralded, but their dogged determination to break down barriers and push for equality – often in the face of brutal racism – has left a lasting legacy for all workers in the UK. Here are just a handful of BAME activists who have made an impact over the years.

## William Cuffay

A disabled trade unionist, Cuffay (born in 1788) was a leading figure in the Chartist movement and campaigned for universal voting rights. Sacked for joining a trade union and striking, he was instrumental in persuading the authorities to amend the Master and Servant Law in the colonies.



## Cécile Nobrega

Born in Guyana, Nobrega was active in the NUT and campaigned against placing misunderstood children – often BAMEs – in ESN (educationally subnormal) schools. Her Bronze Woman Project saw a 10ft statue of a mother and child, sculpted by Aleix Barbat, representing women, particularly those from the developing world and the descendants of slaves, erected in Stockwell Gardens, south-west London.

Picture © Bruce Nobrega.



## Frank Bailey

Bailey arrived in the UK from Guyana in the 50s and became the first black firefighter after being told black men were not intelligent or strong enough to do the job. Before leaving to take up a social work post and becoming the first black legal advisor at Marylebone magistrates' court, Bailey became a branch secretary in the FBU.



## Avtar Jouhl

Jouhl came to the UK in the 50s and soon became an active trade unionist who campaigned against the unfair treatment of immigrant workers. Jouhl famously took Malcolm X on a pub crawl of establishments that operated the colour bar. Jouhl was awarded an OBE for services to community relations and trade unionism.



# in the UK

## Asquith Xavier

Xavier won a legal battle against British Railways in 1966 effectively ending the colour bar. Called a “Rail Pioneer” by the Daily Mirror, his victory led to the strengthening of the Race Relations Act and the creation of the Commission for Racial Equality.

© Getty images



## Jayaben Desai

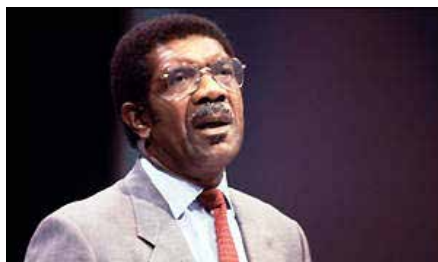
Desai changed trade unions’ perception of Asian women by leading the infamous Grunwick dispute. Trade unionists from all sectors outraged at the sacking of strikers stood in solidarity with Desai and her campaigners.

© Graham Wood/Getty Images



## Bill Morris

Jamaican born Morris became the first black leader of a trade union when he was elected general secretary of the T&G in 1991. He was also a member of the TUC General Council and president of the TUC. In 2006, Morris became a working life peer in the House of Lords.



## Gloria Mills

Mills made history when she became the first black woman to be elected to the TUC General Council and then the first black woman to become TUC president. She was awarded an MBE for services to trade unions and a CBE for services to equal opportunities.



## Other trade unionists of note

### Henry Gunter

Jamaican born and banned from the USA for his trade union activities, Gunter came to the UK and became Birmingham Trades Council’s first black representative.

### Dipak Ray

A leading member of the TUC’s Race Relations Advisory Committee and Equal Rights Committee, Ray was instrumental in campaigning for unions to negotiate equal opportunity polices as part of their collective agreements.

### Martha Osamor

Nigerian born activist best remembered for her campaign against police abuse on the Broadwater Farm estate. Osamor also became a councillor and deputy leader of Haringey council.

### Monica Taylor

A longtime campaigner, Taylor became the first black woman to be elected to both T&G and Unite executives. Taylor was awarded the TUC Women’s Gold Badge for her dedication to the trade union movement.

### Dougie Rooney

In his speech as TUC president, Rooney set one his main priorities to be supporting the women, black workers, disabled workers and LGBT conferences.

### Phyll Opoku-Gyimah

A Stonewall trustee and instrumental in setting up UK Black Pride, Opoku-Gyimah is also head of campaigns at PCS.



# Working Links slammed by the Inspectorate for service delivery in Gloucestershire

Despite heroic efforts by staff, the service in Gloucestershire CRC was nowhere near the standard expected, Dame Glenys Stacey said after her most recent inspection.

The inspection looked at the quality of probation work carried out by the CRC and the NPS and assessed the effectiveness of work undertaken locally with people who have committed crimes. Clients being supervised by the NPS were being “managed well” but the situation for those under the responsibility of the CRC was entirely different.

Overall, the work of the CRC in Gloucestershire was poor. The Inspectorate criticised Working Links for not implementing the plans set out in its original contract bid for continuity of support for people during their supervision. Instead, cases were being transferred between case managers too often and the complex allocation models which had not been fully implemented were causing confusion for staff.

Dame Glenys’s report also found that the high caseloads were unreasonable. Managers and staff are working hard, but sickness absence levels are high, and the quality of work is poor overall – because staff are over-burdened and not given the professional support expected. As a result, the public are more at risk than necessary, and those wanting to turn their lives around may be denied the chance to do so.

Dame Glenys said: “The National Probation Service was performing reasonably well, and the public can

be reassured that those people who pose a higher risk are generally being supervised to an acceptable standard in Gloucestershire, although more could be done to reduce the risk that individuals reoffend.

“The picture was much more troubling at the Community Rehabilitation Company, where there have been drastic staff cuts to try and balance the books. Those remaining are under mounting pressure and carrying unacceptable workloads that prevent them doing a good job.

“This CRC’s work is so far below par that its owner and government need to work together urgently to improve matters, so that those under supervision and the general public receive the service they rightly expect, and the staff that remain can do the job they so wish to do.”

Inspectors made recommendations which included: the CRC reducing individual caseloads to manageable levels; ensuring managers are allocated responsibilities which are reasonable and achievable so that they can support frontline staff; and improving unpaid work arrangements. The NPS should develop a clear strategy to deliver rehabilitation activity requirements effectively and ensure that work to protect the public and manage risk of harm is reviewed appropriately in all cases.



# DEFENDING DIVERSITY

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## WELFARE REFORM BILL

# NAPO CONFERENCE AGM

13-14th October  
2017  
East Midlands  
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Reproductive Rights

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