Probation | Family Courts

napo

2024

A YEAR OF GROWTH & RESILIENCE

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Message from the GS

I have great pleasure in presenting this Work of the Year report in it's new format. The team here have tried to capture the precise aspects of the work we have been undertaking on behalf of our members in Probation England and Wales, Cafcass and Probation Board Northern Ireland in response to last year's Resolutions from our AGM in Newcastle. These are the policies that you have decided upon, and which we have worked incredibly hard to try and progress. The team will be pleased to answer your questions at AGM.

Background to AGM 2025

It's clear that the economic backdrop across the UK and the increasingly dangerous global situation are contributing to the sense of despondency being felt across our communities. There was a huge expectation following the election of a Labour Government that by now we would see real evidence of meaningful economic growth, but this has yet to manifest itself. Whilst it seems likely that the Employment Bill will turn into legislation that will afford workers some long overdue justice and fairness, this Government, like so many before it, finds itself hamstrung by disunity and scandal in equal measure. The message is clear, no more excuses, it's time to start delivering.

The concomitant impact of this malaise is to create an environment where opportunist politics and solutions start to gain traction among the very people who ought to be the natural supporters of this Government, but who are attracted to the notion that all of our economic woes and the drop in their living standards are the fault of Refugees. This lie, among many others, is regularly peddled by Billionaire Oligarchs' and their supporters who seek to divide our communities and boost their own interests. There will be much more to say about this societal crisis at AGM, but Napo will continue to seek to defend the values of unity, inclusivity, tolerance and compassion towards those in need, which have been the traditional cornerstones of Britain.

Probation pay campaign not over

Napo members have been well served by your Officers and the HQ team, who have grappled with many big issues as shown in the work of the year report, but the effort that went into the Pay and Workloads ballot for Probation, our first in over 14 years and from a standing start, was notable. This is a clear example of Napo policy from AGM 2024 being followed to the letter but, on this occasion, we did not make the required threshold to commence action. It's a setback, but certainly not an end to our campaign, and the prospect of returning to you for that industrial mandate if a Pay offer cannot be recommended, is a very real prospect and one that the employer is well aware of.

Goodbye and thank you

This year we said goodbye to our loyal and hard-working colleague Anne Burbidge who left her role as Membership Administrator in December for well-deserved retirement. We hugely appreciate her efforts during her service with Napo, and we were delighted to welcome Clare O'Hare to the Napo family as her replacement. This will also be the final Napo AGM for Carole Doherty in her role as Vice-Chair Finance, and I know that AGM will want to pay tribute to her outstanding service and the championing of so many causes for our members.

We have also taken steps to ensure that we pay tribute at this AGM to those of our comrades who have passed away since last October. Their place in the life and fabric of this union and their efforts on behalf of others for those who held representative positions should rightly be recognised.

Ian Lawrence
General Secretary

2024-2025
National Officer Group

Ben Cockburn
Chair
Northumbria Branch

Carole Doherty
Vice-Chair (Finance)
East Coast Branch

Duljit Gill
Vice-Chair
Staffordshire West Midlands Branch

Tony Perkins
Vice-Chair
Cheshire Greater Manchester Branch

Adam Harmsworth
Vice-Chair
Family Court Section

Stephen Hornby
Vice-Chair (End March 2025)
Family Court Section

Charron Culnane
Vice-Chair
London Branch

2024-2025
Staff Group

Ian Lawrence
General Secretary

Ranjit Singh
Assistant General Secretary
Equalities & Representation

Tania Bassett
National Official
Press, Parliamentary & Campaigns

Annoesjka Valent
National Official
Trade Union Organising

Keith Waldron
National Official
Office Operations Manager

Theresa Boorman
National Official
Finance

Membership Department

Jacqui Paryag
Clare O'Hare (Joined July 2025)
Anne Burbidge (Retired December 2024)

Equalities, Health & Safety, Professional & Training

Shireena Suleman
Steven Sage (Maternity Cover May 2024 - April 2025)

Press, Parliamentary & Campaigns

Taytula Burke

TUO & General Secretary's Office

Pippa Wood

Legal & Representation

Cynthia Griffith

OBJECTIVE 1

Promoting and Protecting Members Interests

Securing the promotion and protection of members' interests at work. This objective includes ensuring job security, decent and fair pay, pensions and conditions, fair and measurable workloads, equality, health and safety and representation.

Objective 1

Promoting and protecting members' interests

Family Court Committee:

Anti-Racism Training (Resolution 1)
What you asked: Request Cafcass leadership expand their anti-racism initiatives by making training available to all staff, while acknowledging current efforts made by senior leaders.
Progress Made: (Completed)

- **Action:** Napo thanked Cafcass Senior Leadership during the next Partnership Meeting for their rapid and firm response to support Cafcass staff during the riots in August 2024. We asked, at that meeting and in writing, for anti-racism training to be made available to all staff.
- **Outcome:** Cafcass responded positively to this, agreeing to progress making anti-racism training available for all staff.

Health and Safety Network:

Staff Wellbeing Review (Resolution 2)
What you asked: Advocate for a comprehensive review of wellbeing initiatives across the Probation Service, including surveys, paid wellbeing days, and access to clinical supervision.
Progress Made: (In progress)

- **Action Taken:** Raised members' concerns through national H&S forums and JNC HR sub- committee, campaigned against lone working in UPW, encouraged use of stress risk assessments and incident reporting on Sphere. Joint survey with Unison wellbeing issues, and we have challenged the high levels of mental health-related absence.
- **Next steps:** Napo will continue to press for two supervisors in Unpaid Work, while monitoring the employer's review of peer support programmes due in October. We are also pushing for stronger management action on wellbeing and absence and will provide members with regular updates on progress.

National Executive Committee

Staff Retention (Resolution 3)
What you asked: Focus on retention through manageable workloads, mentoring, exit surveys, and a retention bonus.
Progress Made: (In Progress)

- **Action Taken:** Engaged with HMPPS on workloads & capacity and made it a central priority in our industrial dispute and strike ballot. Submitted proposals to HMPPS, including placing all regions in Red on the prioritisation framework to give staff breathing space. While this was refused, some of our asks—such as removing RAR days and PSS—are likely to feature in the forthcoming Sentencing Bill.
- **Next Steps:** We continue to press the employer to take immediate action to ease workloads, particularly in light of FTR48, which will add further pressures.

Independence for Probation Service (Resolution 4)
What you asked: Advocate for Probation to leave HMPPS and become an independent public service.
Progress Made: **(Completed)**

- **Action Taken:** Press release issued on 12 February outlining Napo's position. A Ministerial Meeting was also held with Sir Nic Dakin.
- **Next Steps:** Napo used the Sentencing Review to renew calls for probation to be removed from the civil service and its pay remit which we raised consistently in parliament, press, and pay talks.

Increase National Minimum Wage (Resolution 5)
What you asked: Campaign for £15/hour minimum wage and proportional salary adjustments.
Progress Made: **(Completed)**

- **Action Taken:** Napo, alongside sister unions in Cafcass and Probation, submitted pay claims calling for a minimum wage of at least £15 per hour. We continue to press for formal negotiations, with no Probation pay offer yet tabled and Cafcass discussions still pending.
- **Next Steps:** We will escalate pressure at upcoming conferences and TUC Congress, backing motions that demand a £15+ minimum wage and future rises linked to inflation or average earnings. This fight remains central to Napo's pay campaigns.

Operational Roles and Pay Bands Review (Resolution 6)
What you asked: Negotiate a comprehensive review of roles, pay bands, and the JES process.
Progress Made: **(In progress)**

- **Action Taken:** Three days of face-to-face talks held to refresh JES guidance and address concerns. Agreement reached for all probation roles to undergo JES review.
- **Next Steps:** Talks have stalled due to employer backtracking on key points. We remain engaged but will enter dispute if frontline roles aren't prioritised. Review, originally scheduled for July, may now be delayed.

Opposing Contested Breach Delivery (Resolution 7)
What you asked: Reject 'in house' contested breach delivery, engage stakeholders, and submit a dispute to the employer.
Progress Made: **(Completed)**

- **Action Taken:** Dispute formally submitted to challenge employer's proposals.
- **Outcome:** Employer has withdrawn plans to bring contested breach prosecutions in-house.

Mileage Expense Rates (Resolution 8)
What you asked: Urgently review mileage expense rates for Napo reps.
Progress Made: **(In progress)**

- **Action Taken:** Suggested that Napo should adopt the recommended HMRC mileage rate and a decision will be taken at September NEC.
- **Next Steps:** Reps are encouraged to claim mileage from the employer where appropriate.

Negotiating - Cafcass

Workload Guidance and Review (Resolution 11)
What you asked: Develop workload guidance, advocate for a new time and motion study, and campaign for better workload management tools.
Progress Made: **(In progress)**
Action Taken: Napo has consistently challenged Cafcass on its proposed workload measure, pressing for a proper time-and-motion study to reflect the

realities of frontline work. Despite repeated raising at Partnership meetings, no significant updates have been provided by leadership.

- **Next Steps:** We will publish and promote Napo's own guidance on workload complexities to shape the debate. If Cafcass fails to consult meaningfully, we will table our guidance directly with leadership and demand urgent discussions to protect members from unsafe caseloads.

Negotiating - Probation

Industrial Action Ballot (Resolution 12)
What you asked: Ballot members if the Government doesn't re-enter pay talks.
Progress Made: (Completed)

- **Action Taken:** Progress with pay talks and engagement with Government ministers has been shared with the PNC and NEC. Following the failure to make adequate progress, including the lack of a formal pay offer, Napo entered a formal Industrial Action ballot with members 25 July 2025.
- **Next Steps:** Further reports to be provided during the accountability session at AGM 2025.

One 2025 pay deal (Resolution 13)
What you asked: Pursue a 5.5% pay increase for Probation staff and push for geographical or enhanced allowances in areas with the highest vacancy rates.
Progress Made: (In progress)
Action Taken: Napo's pay claim demanded a 12% rise across all salary points to tackle years of pay erosion. Challenged the employer's refusal to fix geographical allowances and market forces supplements, and pushed for opaque reward and recognition budgets to be scrapped in favour of clear, direct retention payments.
Next Steps: Further report will be given during accountability session at 2025 AGM.

Other work undertaken as part of objective 1

- Continue following up on work around Job Evaluations.

Probation Board Northern Ireland

- Support members of the branch with legacy age discrimination claims.
- Support Branch Officers in their engagement with PBNI senior management.
- Undertake work so that members make payment of their Napo subscription by direct debit as part of a new recruitment initiative.

Equal Rights

HMPPS is institutionally disablist (Resolution 20)
What you asked: Hold HMPPS to account on discrimination against Disabled staff. Demand answers, challenge their 'Disability Confident' status, and deliver an action plan by AGM 2025.
Progress Made: (In progress)

- **Action Taken:** Raised members' experiences at the Probation Unions Diversity and Equality Committee. HMPPS responded acknowledging high grievance rates amongst disabled staff and agreed to work with unions on the issues. Committed to making equality analysis part of grievance policy review and confirmed improvements to the Workplace Adjustment Service alongside manager training.
- **Next Steps:** The Disparities Unit will expand to include disability inclusion specialists, while initiatives such as the Neurodiversity Handbook, inclusive interview processes, and the Hidden Disability Sunflower Lanyard pilot move forward. Napo will continue to hold the employer accountable to ensure these commitments deliver real change for disabled staff.

OBJECTIVE 2

Formulating Professional, Training and Developmental policies

Promoting the best professional policies, training and development, and qualifications in Probation and Cafcass, based on anti-discriminatory practice and a fundamental commitment to diversity. Providing advice and guidance to members and ensuring regular monitoring and evaluation of policy and practice. Promoting the professional association aspect of Napo.

Objective 2

Formulating Professional, Training & Developmental Policies

Fairer Vetting Procedures (Resolution 14)
What you asked: Advocate for a review of the Probation Service's vetting process to ensure fairness, transparency, and understanding of lived experiences, particularly regarding VISOR access.
Progress Made: (In progress)

- **Action Taken:** Widespread member concerns over the inadequate vetting process raised at the JNC HR Subcommittee, highlighting the serious flaws and frustration caused. The strength of feeling was made clear, prompting the employer to request a formal written submission from Napo.
- **Next Steps:** A formal letter, approved by Officers and Officials, was sent to HMPPS Employee Relations in July, pressing for a full review of vetting procedures. Napo will keep members updated and ensure the employer is held to account for delivering meaningful reform.

Workload Measurement and Simplified Risk Calculations (Resolution 15)
What you asked: Press for more realistic workload measurements for Pre-Sentence Reports (PSRs) and advocate for simpler risk-calculation methods in case allocations.
Progress Made: (In Progress)

- **Action Taken:** Napo has challenged the cancellation of the last two National Court Team meetings and sought answers from Employee Relations. In the meantime, workload pressures for PSR authors and regional discrepancies in report allocation have been raised under the Our Future Probation Service programme.
- **Next Steps:** We will continue to push for the reinstatement of National Court Team meetings while ensuring workloads for PSR authors remain on the agenda through Our Future Probation Service. Napo will press for consistent national standards to address unfair regional variations.

Climate-Conscious Probation Practice (Resolution 16)
What you asked: Raise the use of professional overrides within OASys for nuanced assessments. Advocate for integrating LCAT (Local Climate Adaptation Tool). Develop guidance and training in collaboration with CCPAST.
Progress Made: (In Progress)

- **Action Taken:** Tania Bassett met with retired members leading the motion, and a campaign plan is being developed. An article was published in Napo Magazine to launch the campaign, with members of the network volunteering to attend branch meetings to raise awareness and promote a more professional approach to sentence proposals.
- **Next Steps:** The campaign will be rolled out through branches following publication of the article.

Napo will continue pressing for the issue to be raised with HMPPS, despite repeated cancellations of Central Court meetings, and will seek alternative routes if necessary.

Other work undertaken as part of objective 2

- Continue to provide responses to His Majesty's Prisons and Probation Service's (HMPPS) draft Policy Frameworks (previously called Probation Instructions).
- To work with HMPPS to ensure better provision for neurodiverse members including those on the PQiP programme.
- Continue to support the work of the Union Learning project (WULF) in Wales.

OBJECTIVE 3

Campaigning and Communicating

Maintaining Napo's high profile in successfully campaigning, promoting and communicating Napo's policies and values. To campaign for the probation service to be taken out of the civil service and for local autonomous probation areas to be created. For Cafcass to be taken out of the civil service pay remit to enable family court social workers pay to be aligned with those in the local authority. To work with unions, relevant organisations, MPs, Assembly Members, peers, parliamentary groups and others as appropriate in relation to wider public service campaigns.

Objective 3

Campaigning & Communicating

Campaigning:

Support Anti-Far Right demo (Resolution 10)

What you asked: Mobilise members across Branches, Sections, Committees and Networks to build for the 26 October 2024 demo against Tommy Robinson and the Far Right.

Progress Made: (Completed)

- **Action Taken:** Napo regularly attended meetings with Stand Up To Racism (organisers of the demo) and promoted the event, as well as SUTR's trade union working group, to members via social media and member mailouts. A delegation of Napo members attended the demo marching with GFTU.
- **Next Steps:** Napo continues to attend weekly SUTR meetings and promotes activities as and when they occur.

Catastrophic Gaza Situation (Resolution 18)

What you asked: Call on the UK to halt arms sales to Israel, restore UNRWA funding, ensure aid reaches Gaza, and back ICC measures. Napo to write to the Foreign Secretary and raise it at the TUC.

Progress Made: (Completed)

- **Action Taken:** A letter was sent to the Foreign Secretary in December 2024, with a reply received from Hamish Falconer. An update was provided to the March NEC, followed by an all-member mailout reflecting the TUC General Council position.
- **Next Steps:** Napo will keep members informed of any developments.

Abolishing Lord Grayling (Resolution 19)

What you asked:

Publicly condemn Chris Grayling's legacy in probation and campaign with other unions to scrap the corrupt honours system that rewards failure.

Progress Made: (In Progress)

- **Action Taken:** Napo issued a press release in February 2025 and reaffirmed its refusal to use the title "Lord" when referencing Chris Grayling. The General Secretary has consistently highlighted Grayling's responsibility for the failure of Transforming Rehabilitation.
- **Next Steps:** With no wider trade union campaigns currently focused on the honours list, Napo will continue to ensure Grayling's legacy is publicly linked to the damage caused by TR.

Other work undertaken as part of objective 3

- Continue joint campaigning with other unions, including the Trades Union Congress (TUC), General Federation of Trade Unions (GFTU), Justice Unions' Parliamentary Group (JUPG) and Trade Union Coordinating Group (TUCG).

Communication:

Modernise Napo's Communication & Engagement Strategy (Resolution 9)

What you asked: Modernise Napo's social media by investing in resources for engaging content, including regular video updates from the GS, officials, and officers, while adopting best practices.

Progress Made: **(Completed)**

- **Action Taken:** Napo surveyed members on social media and communications, invested in podcasting tools, and launched a podcast series which has already received strong positive feedback. As part of the pay campaign, we have also produced short video animations alongside new podcast episodes.
- **Next Steps:** We will expand the use of podcasts and digital media to boost campaign visibility, reach new audiences, and keep members engaged throughout the pay dispute and beyond.

Other work undertaken as part of objective 3

- Continue widening use of the online Napo Magazine website, continued use of the Friday News mail-out as well as the special interest mailing lists set up for the Napo Activ8rs, Black members' network, LGBT+ Network, Disabled members' network, Retired members' network and the WiN (Women in Napo) Network.
- Provide regular briefings and statements to parliamentarians and the print and broadcast media; send regular e-bulletins to branches on campaigning issues
- Support and promote the Probation and Family Court Journals, and occasional monographs and improve accessibility
- Continued use of Napo website as a primary interface with members and continue to increase the use of technology like Facebook, Twitter and YouTube (NapoTV).

OBJECTIVE 4

Building a Strong, Accessible and Inclusive Union

Prioritising the organising and recruitment strategy to provide growth in membership representative of all staff in Probation and Cafcass. Promoting structural reform that improves efficiency, democracy and accessibility. Providing trade union education and lifelong learning which empowers members and engenders union activity. Promoting full equality and opportunity for all members. Ensuring that Probation employers and Cafcass keep equality and diversity at the heart of their structures promoting best practice and policy.

Objective 4

Building a strong, accessible & inclusive union

Trade Union Organising:
Improving Napo membership (Resolution 17)
What you asked: Create a working party to identify best branch practices, organise a virtual tour to engage branch executives, and develop plans to boost meeting attendance, union profile, and member activity.
Progress Made: (In Progress)

- **Action Taken:** The TUO Network held meetings to identify good practice on boosting branch meeting attendance and encouraging activism. Branch-level discussions included workplace mapping and health checks. A small working group was also formed to meet with branch executives and share strategies to build engagement.
- **Next Steps:** Although the planned "virtual tour" of branches has not yet taken place, this work will continue as part of the TUO Network's core activity, supported by Link Officers and Officials. Progress updates will be provided at each NEC meeting.

Other work undertaken as part of objective 4

- Amend the Constitution Section 4(e) as per CA1 passed in order to retrospectively bring it in line with custom and practice that has happened over a few occasions as approved by the NEC
- Trade Union Organisation (TUO) Network with Membership Secretaries to continue with the campaign and work towards achieving the 10K Membership target.
- Continue with promoting training to increase reps in all our branches, via GFTU, TUC and bespoke Napo courses when there is no provision available via the GFTU or TUC.
- Continue working on branch development plans including link National Officers and Officials to undertake regular Branch Health Checks with their respective link Branches.
- Maintain and support the National Representation Panel and organise a recruitment process when necessary.

Equal Rights:

- Continue to develop the Napo Equality Networks and maintain close working relationship with HMPPS staff networks Racial Inclusion & Striving for Equality (RISE), Disability Advocacy Wellbeing Network (DAWN) and Pride in Prison and Probation (PIPP) as well as maintain links with other employer staff networks in Cafcass and Probation Board for Northern Ireland (PBNI).
- Continue to develop work on Napo's Race Action Plan.
- Continue with monitoring statistics of speakers at the AGM.

Training Courses, Seminars, Conferences and Events:

- Organise AGM in person and online in Eastbourne from 16 to 18 October 2025.
- Provide a full range of trade union education/health and safety/union learning/equality and diversity courses which include accredited training.
- Organise specialist/professional conferences / seminars either in person or online members in Probation and Cafcass taking account of any review of current arrangements and financial savings.
- Enable representation at TUC Congress and the TUC equality conferences.
- Enable representation at the GFTU Young Members' Development Weekend.
- Ensure that all events are accessible to all members to enable them to be representative of the diversity of membership.

OBJECTIVE 5

Acting as an Effective and Responsible Employer Committed to Equal Opportunities

Ensuring the maintenance of an efficient and modern Napo head office by promoting equality, trust, supporting and developing staff. Acting as a good equal opportunities employer committed to consultation, negotiation and collective bargaining, valuing diversity and the contribution of staff. Ensuring that the recruitment and selection of staff is based on these same principles. Using all resources, including databases and information technology, social media, finance and membership services, in the most effective way in support of Napo's objectives. Ensuring the best use of Napo's income via sound financial planning and regular monitoring of budgets.

Objective 5

Acting as an effective and responsible employer

- Following up on actions identified through staff meetings, shop meetings, and any other staff working groups that may be operational from time to time.
- Review the Annual Development Review (ADR) and regular staff supervision process and identify training needs.
- Hold monthly staff meetings, other staff sub-group meetings as required and monthly Officers' and Officials' meetings.
- Maintain involvement of union shops in employment related issues.
- Continue the review and update of all Red Book policies.
- Provide equality and diversity, ADR (under review), Health & Safety, First Aid, Dignity at Work, and Recruitment & Selection training to all staff as and when required.
- Workloads / Mental Health / effects on Workloads (members + staff).
- Continue working to financial procedures to ensure sound financial planning and regular monitoring of budgets.
- Continue to keep the membership system and data up to date (currently SodalitaS), including the website and Napo magazine website.
- Continue to investigate a move to a new membership database and website.
- Continue to look at new ways of working including increased use of the Microsoft 365 platform and the cloud.

Committee & Network Reports

Committees undertake vital work for Napo as detailed in the constitution. Networks give the opportunity for sharing support, knowledge, solidarity and skills.

Approved Premises Network

Composition:
Any members working Approved Premises. There are two networks - one for operation staff and one for managers

Napo's AP Networks have worked hard this year to tackle staffing, safety, pay, and workload issues head-on.

Action & Impact:

- **Staffing Reform:** Worked to agree a standardised extra RW shift allocation system prioritising permanent staff; pushed for three residential workers per shift, and backed the successful Lead Practitioner pilot.
- **Safety First:** Won a dispute against HMPPS to stop using security guards to cover RW shifts and instead use existing staff, working to bring waking night cover in-house, and secured safe staff-only spaces.
- **Pay & Recognition:** Appealed the AP Manager job evaluation outcome and registered a dispute about the mechanism used to pay unsocial hours and holiday pay arrangements.
- **Workload & Case Management:** Challenged unsafe resident placements and CRU decision-making championing AP manager autonomy, and fought for more local control over staffing.
- **Technology:** Campaigned for the return of digital rostering and better access to IT for staff.
- **TUPE & Transition:** Supported the waking night cover pilot, with plans to bring roles in-house by March 2026, and raised concerns over TUPE transfers.

Why It Matters: This work directly improves members' safety, pay, and workloads and keeps up the pressure on HMPPS to invest in safe, sustainable staffing in every AP.

Campaigning Network

Composition:
Any members interested in Napo's campaigning efforts. We encourage branches to have at least one member attend each meeting.

The Campaigning Network brings members together to strengthen Napo's campaigning voice and skills across the union. Following a review of its purpose and structure, the network is shifting to a workshop-based model, giving members practical tools to run effective campaigns, engage with local media, and grow their branches through activism.

Action & Impact

- **Network Review:** Identified low and inconsistent attendance, with some overlap in discussions with the TUO Network, prompting a restructure.
- **New Workshop Model:** Transitioning to a themed, skills-based approach with sessions on topics such as how to run a campaign, engaging with local press, and building branch capacity through campaigning.
- **Practical Learning:** The first workshop under the new model focused on ballot campaigning and campaign materials, giving members direct, usable resources for current and future disputes.
- **Branch Engagement Goal:** Clear focus on ensuring each branch has at least one member attending workshops to take learning and resources back locally.

Why It Matters: Campaigning is central to Napo's ability to win improvements for members and influence public debate. By moving to a structured, workshop-based model, the Campaigning Network will build a stronger, better-equipped activist base, ensuring campaigns are more visible, more effective, and better supported at branch level.

Court Network

Composition:
Any members working in courts in probation in England and Wales;

The Court Network continues to be a vital voice for members working in courts, delivering wins, challenging unfair practices, and pushing for clarity on key operational issues.

Action & Impact:

- **Contested Breach Victory:** Successfully stopped plans to bring contested breach prosecutions in-house without proper resourcing. Now pressing the employer for clear guidance on how the process will work in practice.
- **Bail Information Officer (BIO) Role:** Highlighted unfair pay differences between prison-based and probation-based BIOs and pushed for this role to be on the agenda at all JCC meetings for regional review.
- **PIPA Project Oversight:** Monitored the South Central pilot focusing on Verification Reports for one-day reports; data is being reviewed to assess impact.
- **Timings for Reports:** Pressed the Central Court Team to provide standard timings for Oral, FDR, and SDR reports to ensure realistic workload expectations.
- **Direct Member Support:** Maintained open access for members to raise court-related issues directly with national leads.

Why It Matters:
Court work is high-pressure and time-critical. By securing fairer processes, pushing for pay equality, and demanding realistic expectations, the Court Network is making sure members are properly supported and valued for their vital role in delivering justice.

Disability Network

Composition:
Any members, from all employers, who identify as being disabled.

The Disability Network continues to be a vital safe space for disabled members to share experiences, influence policy, and push for systemic change in the justice system. This year's work has tackled pay inequality, workplace adjustments, and the treatment of disabled staff ensuring members' voices are at the heart of national campaigning.

Action & Impact

- **Closing the Disability Pay Gap:** Marked Disability Pay Gap Day (7 November) to highlight the £2.35 per hour shortfall disabled staff face and began work on a dedicated Disability Pay Gap Report with employer recommendations.
- **Reasonable Adjustments & Job Carving:** Pressed for job carving to be recognised as a legitimate adjustment, mandatory disability training for managers, and at least one trained disability lead per office.
- **Occupational Health Reform:** Called out delays, poor-quality OH reports, and repeated disclosure requirements, insisting disabled staff are treated as experts on their own needs.
- **Support for Long COVID & Post-Viral Conditions:** Shared member testimonies and pushed for flexible hours, phased returns, peer support, and a Disability Buddy Network.
- **Challenging Attendance Policy Misuse:** Exposed cases where attendance management policies were used punitively against disabled staff, demanding greater transparency and discretion.
- **Protecting Data Privacy:** Opposed insecure handling of workplace adjustment passports and demanded standardised, confidential processes.
- **MoJWAS Review:** Held the employer accountable for not including the Trade Unions in the MoJWAS review, and we demanded clearer guidance, better funding, and consistent access to equipment.
- **Stronger Alliances:** Worked closely with DAWN to share learning, escalate cases, and promote trauma-informed and accessible practices.

Why It Matters: Disabled staff face systemic barriers that damage careers, wellbeing, and dignity. The Disability Network is driving change by challenging discrimination, winning practical improvements, and holding employers to account ensuring workplaces are fair, accessible, and inclusive for all.

Equal Rights Committee

Composition:
A National Officer, Assistant General Secretary and eight members who are nominated by their branch or section via annual election.

The Equal Rights Committee (ERC) is Napo's constitutional body for advancing equality across all union structures. This year, it has pushed hard for better data, stronger employer accountability, and meaningful action on equality—working closely with Napo's equality networks and leading key campaigns on disability, race, neurodiversity, and anti-racism.

Action & Impact:

- **Neurodiversity Focus:** Launched and analysed a Neurodiversity Survey, forming a dedicated working group to address gaps, improve data, and develop a neurodivergent action plan.
- **Data & Pay Gap Demands:** Pressed for the overdue race pay gap report, disability and gender pay audits, and disaggregated data on grievances, conduct, discipline, and promotions.
- **Anti-Racism Campaigning:** Called for national anti-racism training to return to interactive, face-to-face delivery, challenging the shift to passive online formats.
- **Rademaker Report Action:** Pushed for its recommendations on grievance processes and transparency to be implemented regionally and discussed at JCC and PDU level.
- **Monitoring Policy Changes:** Raised alarms over proposed Labour emergency legislation and new sentencing guidelines.
- **Network Collaboration:** Worked alongside the Disability Network (105 members), LGBT+ Network (33 members), and Black Network (131 members), supporting campaigns from Pride Month to Long COVID awareness.
- **Equality Training:** The ERC motion on bespoke Napo Equality training was passed at the June NEC meeting. The committee are looking forward to setting up an exciting programme of training for Napo Members.

Why It Matters: Equality and inclusion are core to Napo's values. By holding employers to account, demanding transparency, and strengthening our own networks, the ERC ensures that members from all backgrounds are represented, protected, and empowered in their workplaces.

Family Court Committee

Composition:
The Section Chair and seven further members of the Family Court Section. Members can stand for election to the Family Court Committee at the section's AGM.

The Family Court Committee works to protect professional standards and strengthen campaigning in the Family Court System, ensuring Napo members in Cafcass have a strong voice on the issues affecting their work and clients.

Action & Impact

- **Policy Scrutiny:** Discussed Cafcass' Domestic Abuse Policy and due to the significant issues caused by this called for more thorough consultation on policy development with staff and unions to ensure new and revised policies reflect best practice.
- **Practice Concerns:** Raised issues over the combining of IRO letters and goodbye letters to children, and the role of situational supervision, highlighting the need to protect both professional integrity and the child's experience.
- **Pilot Review:** Examined the rollout of the Pathfinder pilot to assess its impact on workloads and case outcomes.
- **Negotiation with Employer:** Used the Cafcass Negotiating Committee to address workload pressures and policy changes. A formal letter is being prepared to set out members' concerns and push for action.

Why It Matters: Family court work is complex, emotionally demanding, and requires the highest professional standards. With rising workloads and changes to key policies, there's a risk to both staff wellbeing and service quality. The Family Court Committee ensures that members' voices are heard at the highest levels, influencing policy to protect good practice and the needs of children and families.

Health & Safety Network

Composition:
Trained branch Health & Safety Reps from all employers.

Meeting on the first Tuesday of every month, the Health and Safety Network is a safe space for reps to raise workplace concerns, share solutions, and drive forward improvements. It is also a key hub for escalating serious issues from branches to national level.

Action & Impact

- **Campaigning Against Lone Working:** Continued to challenge lone working in Unpaid Work (UPW), demanding two supervisors on site for risk management.
- **Member Support:** Encouraged members to request stress risk assessments with their line managers and to record work-related stress on Sphera.
- **Incident Reporting:** Promoted the importance of logging all violent and non-violent workplace incidents on Sphera to ensure risks are recorded and addressed.
- **Evidence Gathering:** Worked with UNISON to run a survey of unpaid work members, identifying wellbeing issues and key safety concerns.
- **Regular Engagement:** Held monthly Health and Safety Forum meetings to capture, escalate, and act on reps' concerns.
- **Knowledge Building:** Shared updates and information through affiliations with the TUC and GFTU, including on asbestos safety following attendance at a TUC conference in April 2026.

Why It Matters: Workplace safety is fundamental to member wellbeing. By campaigning, gathering evidence, and ensuring robust reporting, the Health and Safety Network is making workplaces safer and holding employers accountable for their duty of care.

LGBT+ Network

Composition:
Any members, from all employers, that identify as LGBT+

The LGBT+ Network provides a safe, supportive space for LGBT+ members to share experiences, shape policy, and push for genuine inclusion across the justice sector and Cafcass. This year, the network has worked to increase visibility, influence employer policies, and strengthen the voice of LGBT+ members within Napo.

Action & Impact

- **Promoting Inclusion:** Called for stronger support for trans and non-binary members, better recognition of neurodivergent needs, and improved visibility, events, and representation at union activities.
- **Employer Accountability:** Reviewed the HMPPS LGBT+ inclusivity self-assessment, preparing feedback on policies, communication, and specialist support roles. Challenged the removal of the Chemsex group support role.
- **Awareness & Engagement:** Marked LGBT+ History Month with the theme of Activism and Social Change, supported events run by Pride in Prisons and Probation (PiPP), and planned attendance at the TUC LGBT+ Conference.
- **Network Development:** Recognised as the least established of Napo's Equality Networks, work is underway to grow membership, host high-profile speakers, welcome allies, and respond to the Supreme Court ruling on trans rights.
- **Future Focus:** Monitor employer progress on self-assessment actions, promote best practice in LGBT+ inclusivity, and expand the network's presence across probation, family courts, and within the union.

Why It Matters: True inclusion means more than policy. It requires visible, active support for LGBT+ members and a commitment to challenging discrimination. The LGBT+ Network is building that culture, holding employers accountable, and ensuring members feel represented, respected, and safe at work.

Managers' Network

Composition:
Any member, from all employers, that undertakes a management role.

The Managers' Network provides a safe and supportive space for managers to share experiences, address challenges specific to their roles, and influence Napo's campaigning and policy work.

Action & Impact:

- **Regular Meetings:** Held quarterly meetings (Aug, Nov, Jan, Apr) offering peer support and a platform to raise concerns directly with national officers.
- **Workload Pressures:** Continued to focus on the impact of excessive workloads and the difficult position managers face in applying 'manager discretion' within attendance management procedures—often without adequate HR support.
- **Wellbeing Support:** Planning a small training event on wellbeing management strategies to equip managers with practical tools to support their teams and themselves.
- **Pay Campaign Involvement:** Scheduled a dedicated managers' meeting as part of Napo's wider pay campaign to ensure their voices and priorities are represented.

Why It Matters: Managers play a critical role in delivering services but face unique pressures and limited support. The Managers' Network ensures they have a dedicated forum to share experiences, access guidance, and shape union action on the issues that affect them most.

Napo Black Members Network

Composition:
Any member, from all employers, that identify as Black, Asian or Minority Ethnic

The Napo Black Network brings together Black, Asian, and minority ethnic members to challenge racism, improve workplace equality, and push for systemic change across probation, family courts, and beyond. This year, the network has been at the forefront of anti-racism campaigning, tackling far-right extremism, and influencing national justice reform.

Action & Impact:

- **Race Action Plan:** Worked with HMPPS, UNISON, and RISE to review the three-year Race Action Plan, exposing gaps in senior representation, retention, and progression for BAME staff. Helped shape the Disparities Unit to drive race equality and improve reporting routes for racism and harassment.
- **Challenging Far-Right Extremism:** Reaffirmed Napo's zero-tolerance approach to racism, supported the October 2024 anti-fascist demonstration, and called for a national strategy to manage racially motivated offenders while safeguarding staff wellbeing.
- **Sentencing Reform Advocacy:** Fed into the Labour-led sentencing review to highlight racial disproportionality, lack of Lammy Review awareness, and the urgent need for investment in probation before expanding workloads.
- **Anti-Racism Campaigning:** Relaunched Napo's Anti-Racism Pledge at AGM, urged visible allyship from white members, and pushed for stronger social media campaigning to counter far-right narratives.
- **Staff Experience & Support:** Shared powerful testimonies about workplace racism, bias, and trauma, exposing systemic failings, while applauding CAFCASS for its supportive response to racial incidents.
- **Collaborative Work:** Partnered with the TUC, Women in Napo Network, and external initiatives like 5asideCHESS to promote wellbeing, mentorship, and cultural change.
- **Rademaker Review:** Shared testimonies of members about the bullying, harassment and discrimination they have faced whilst working in probation and how the culture in the service needs to be challenged and changed.

Why It Matters: Racism in the workplace and wider justice system undermines safety, fairness, and trust. The Napo Black Network is challenging discrimination head-on, mobilising members, and building alliances to create safer, more inclusive environments for both staff and the communities they serve.

National Executive Committee

Composition:
General Secretary on an ex-officio basis; National Officials; National Officers; each branch can elect two reps and there are two National Black Reps. One rep from each branch must be female and one of the two Black Reps must also be female. Reps are elected (by secret ballot if required) for a two-year term. Current term 2024-2026.

The NEC is Napo's governing body, ensuring accountability across Officers, Officials, Committees and Networks. Its role includes ratifying new members, scrutinising reports from the General Secretary & Officers, Finance and sub-committees such as Steering and Industrial Action, and responding to Branch and Black Reps' questions. Acting as Napo's employer, the NEC also meets in closed session for staff matters.

Action & Impact:

- **The NEC employer's subcommittee** agreed to the recruitment and appointment of a new Membership Administrator, Clare O'Hare, following Anne Burbidge's retirement.

September 2024

- Motions to TUC Congress formally accepted.

November 2024

- Operational Plan for 2025 accepted by NEC
- The Budget for 2025 accepted by NEC
- Election to NEC committees, NEC Panels and Edridge Trustees ratified.
- 3 motions not heard at AGM were passed by the NEC and are reported on in the motion's section.

March 2025

- Agreement given to further engagement to take place with a prospective new database provider.
- Forum Paper review accepted
- Constitutional amendment A agreed for taking to AGM.
- Finance Guidance for Branches was accepted by NEC and subsequently shared with branches.
- Napo's delegates to TUC equalities conferences were agreed with Napo being represented at all five conferences.
- Napo's delegates for the GFTU Biannual Conference and General Meeting were agreed.

June 2025

- Recommendation from the Database working group were agreed with authority given for further work to take place towards developing a commercial agreement and responding to initial legal advice around a potential contract.
- Formal instruction for Officers and Officials not to engage with GB news was issued by NEC
- Continued use of X was agreed, while building and maintaining a presence on BlueSky, with agreement that further developments will be brought back to NEC for discussion
- It was agreed not to have direct engagement with Reform, but for Officers and Officials to review this position on an annual basis.

- The new contractual arrangements with Sage for the production of the Probation Journal, including moving to predominantly online access were endorsed, alongside working with the Probation employer to provide hard copies in each office.
- TUC delegation for Congress 2025 of Ian Lawrence and Ben Cockburn were agreed.
- 2 motions not heard at AGM 2024 were passed and are reported on in the motions section.

Why It Matters: The NEC is where members' voices are turned into action. Every decision it takes—on pay claims, campaigning priorities, or as an employer to staff at Napo HQ—directly shapes how Napo works for members.

Negotiating - Cafcass

Composition:
National Vice Chair for Family Court Section, General Secretary and 7 places for members. Of these 7 spaces places are reserved for the Section Chair; Service Manager Rep, NQSW rep and Practice Supervisor rep.

The Cafcass Negotiating Committee represents the Family Court Section in negotiations with Cafcass on pay, terms and conditions, and professional practice, ensuring the voice of practitioners is heard at the highest level.

Action & Impact:

- **Pay Campaign:** Submitted a joint union pay claim calling for the higher of 6% or £3,500 for all pay bands. This is in the context of a Civil Service Pay Remit allowing only 3.25% average awards plus 0.5% targeted flexibility. At the time of writing, no offer or negotiations have begun.
- **Work Conditions:** Raised major concerns around recruitment and retention, excessive workloads, and the effectiveness of occupational health referrals. Challenged delays in formal processes and the provision of formal meeting minutes.
- **Professional Practice Issues:** Engaged on the Pathfinder pilot, Domestic Abuse Policy review, retraining requirements for staff moving between private and public work, and concerns over combined IRO and goodbye letters to children and the impact of increased transparency in the family courts on practitioners. Questioned the role and application of situational supervision.
- **Facility Time Challenge:** Responded to Cafcass's proposal to review facility time allocation for the first time in over a decade, with internal union discussions ongoing before a formal response.

Why It Matters: Cafcass practitioners are under mounting pressure from low pay, rising workloads and bureaucracy, and delays in Cafcass employee processes from workloads, procedural delays, and policy changes. By challenging the employer on pay, conditions, and practice, the Negotiating Committee is standing up for fair reward, professional standards, and the resources members need to deliver safe and effective services for children and families.

Negotiating - Probation

Composition:
PNC is chaired by the National Chair and attended by the General Secretary. Members are nominated by branches on annual basis. There are 4 places for members in Bands 2 and 3, 6 places for members in Band 4 and 2 placed for members in Bands 5 and above.

The Probation Negotiation Committee covers all aspects of pay and conditions for Napo members in the Probation Service and provides Napo's negotiating teams in meetings with the national probation employers. The committee has representation from bands 2 and 3, 4 and band 5 (and above). During the past year there has only been one vacancy within Band 4 members.

Action & Impact:

- **7 October 2024:** Discussion focussed on the pay claim for 2025; including whether to consider a single year or multi-year deal; the percentage increase demand; inclusion of allowances and current impact of workloads and overtime schemes.
- **13 November 2024:** Discussion followed motions passed at AGM 2024 and updates provided over a number of pay related issues and further development of the pay claim for 2025.
- **5 May 2025:** Update provided re the plans for pay talks and consideration given to potential scenarios to give guidance to the negotiating team. An update was given re engagement with the employer around workloads.
- **26 June 2025:** Discussion re verbal pay offer; agreement to reject this offer.
- **15 July 2025:** Update given re progress since the last meeting and movement forwards to Industrial Action ballot.

Why It Matters: The Probation Negotiating Committee is a vital link in the accountability and decision-making process of Napo. As a Nationally elected body, the key role of the PNC is to receive up to date information from Pay Negotiations or Terms and Conditions/ Contractual issues and provide a steer to the General Secretary and National Chair as to the appropriate course of action.

Press

Securing press coverage is one of the key ways Napo gets members' voices heard by the public, policymakers, and decision-makers. Over the past year, Napo has featured across national, regional, and specialist media — from Sky News and the BBC to The Guardian, Independent and trade press — ensuring that the challenges faced by probation and family court staff cannot be ignored.

Action & Impact:
Direct Coverage

- **Pay and Workloads Campaign:** Napo has been at the forefront of exposing unmanageable workloads, dangerous staffing levels, and the urgent need for fair pay.
- **Public Safety and Probation:** We secured national coverage on the Government's Early release scheme (SDS40) and expansion of fixed-term recalls (FTR48), warning of the risks to rehabilitation and public protection.
- **Family Courts:** Napo's advocacy on Cafcass workloads and the pressures on family court staff was reflected in sector-specific outlets and fed into wider debates on family justice reform.

Aligned Coverage

- In addition to direct quotes and mentions, our issues dominated wider reporting on probation and family courts. For example:
- Reports of record caseloads and burnout among probation officers directly echoed Napo's surveys and evidence.
- Media stories on the crisis in prisons and early release schemes aligned with our warnings about the impact on probation workloads and public safety.
- Coverage of family court delays reflected Napo's long-standing campaign for more resources and recognition for Cafcass staff.
- **National print & online:** 45–50 distinct stories (Guardian, Independent, Evening Standard, Daily Mail, BBC Online, ITV News, Sky News, LBC, Yahoo, MSN, regional BBC online, syndicated PA pieces)**.**
- **Broadcast (TV & radio): 20–25** (BBC News Channel, BBC Radio 4, BBC Radio 5 Live, regional BBC radio, Channel 4 news, Sky News, ITV bulletins, LBC radio).
- **Regional/local outlets: 25+** (BBC regional sites, local papers picking up PA syndications, Yorkshire Post, Manchester Evening News, etc.).
- **Specialist/sector publications: 15** (Policing & Justice Journal, Community Care, Private Eye Inside Time, Law Gazette, Criminal Justice Matters, Civil Service World, etc.).
- **Blogs and online magazines: 10** (LabourList, Left Foot Forward, Tribune, justice-focused blogs).
- **Syndicated and Repeated Coverage:** many of our stories were also syndicated appearing on Yahoo, MSN, AOL, local/regional newspapers, etc., plus replays on TV/radio like BBC News Channel and Sky bulletins).

- **Independent voice:** in many cases, Napo was the only organisation representing probation staff in national debate.

Why It Matters: A common member perception is that Napo "isn't in the press enough." The evidence tells a different story. In the past year, Napo secured 110+ media mentions; more than double the year before. Just as important is the breadth of coverage. From public safety to family courts, sentencing reform to workloads and wellbeing, Napo has been shaping the national conversation on the issues that matter most to members and the communities they serve.

Probation Journal Editorial Board

The Probation Journal is a cornerstone of Napo's professional voice, publishing high-quality research, practitioner reflections, and commentary that shape policy, practice, and public debate. In 2024–25, the Journal underwent significant change, welcomed new members, and continued to grow its reach both nationally and internationally.

Action & Impact:

Editorial Changes & Recruitment:

- **Leadership transition:** Jake Phillips (University of Cambridge) appointed Editor; Shelly-Ann McDermott, a longstanding board member and probation officer, appointed Managing Editor.
- **Departures:** The Board thanked outgoing Editor Nicola Carr, Managing Editor Pete Traynor, and long-serving member Steve Collett for their exceptional contributions.
- **New members:** Three co-opted members joined – Sam Ainslie, Andi Brierley, and Matt Tidmarsh – all bringing academic and practitioner expertise.
- One elected practitioner vacancy remains open for interested Napo members.

Reach & Impact:

- **Usage:** 134,121 full-text downloads in 2024; 64,262 up to May 2025. The drop from previous years reflects industry-wide bot detection and search engine changes, not reduced interest.
- Impact factor: 1.2 – steady positioning within criminology/policy journals, with upward trends in other rankings.
- Most-read articles: Topics included ethics of care in probation, women and desistance, and the effectiveness of prison education.
- **Social media attention:** High Altmetric scores for articles on victimisation, remote community service, inspection in probation, and lived experience in rehabilitation.
- **Partnership with Sage:**
- Continued strong collaboration, with international marketing reach – including India's ONOS initiative.
- New publishing contract focuses on reducing print runs for environmental and cost reasons, with proposals for HMPPS to fund site-wide hard copies while maintaining full online access for members.

Content & Special Issues:

- 59 original submissions in 2024; 48 already received in the first half of 2025 (up from 23 in the same period in 2024).

Special issues:

- June 2025 – Professional register in probation.
- December 2025 – Probation and social work.
- Future topics: Modern slavery (2026), Women and girls in CJS (2027), and centenary celebrations (2029).
- Practitioner engagement through the "practitioner response" section and a dedicated Teams channel.

ICCJ & Book Reviews:

- ICCJ now edited by David Raho; future editions will be online and open access.
- Rachel Reed appointed Book Review Editor.

Why It Matters: The Probation Journal strengthens Napo's influence by connecting evidence-based research with frontline practice. It raises the profile of probation nationally and internationally, amplifies practitioner voices, and ensures that the lived realities of probation work help to shape policy, professional standards, and public understanding.

Professional

The Professional Network represents members on issues affecting workloads, professional standards, and the tools and policies shaping probation and family court work. Through regular consultation with the employer, the network ensures that changes are transparent, manageable, and support both staff wellbeing and public safety.

Action & Impact:

- **Regular Employer Engagement:**
- **Workforce Sub-Committee** meets monthly to discuss professional registration, recruitment and retention, and learning and development.
- **Capacity and Workload meetings** are held weekly (or more often) to address immediate workload pressures.
- **Capacity & Workload Solutions:** Probation Capacity meetings developed a national progress map for regional pilot projects, ensuring changes are centrally coordinated and meaningfully consulted on before launch.
- **Smarter Working Tools:** Reviewed new systems such as the SPO Dashboard and UPW Dashboard, ensuring they genuinely help staff rather than add to pressures.
- **Policy & Practice Changes:** Engaged on OMiC early release schemes, HDC364, changes to OASys, and new touchpoint models for managers.
- **Member Consultation:** Sought views on workload, professional registration, and learning and development to ensure Napo's position reflects frontline realities.
- **Recruitment & Retention:** Ongoing focus on keeping experienced staff and attracting new talent across all grades.

Why It Matters: When workload pressures spiral and new systems are imposed without consultation, the consequences are felt in staff wellbeing, service quality, and public safety. This work ensures members' voices are central to decision-making, safeguarding professional standards and pushing for fair, sustainable working conditions.

Retired Members' Network

Composition:
Any retired members of Napo can join the Network.

The Retired Members Network (RMN) keeps retired Napo members connected, engaged, and active in union life, ensuring their experience continues to strengthen Napo's campaigning voice. With 100 members, the network offers regular online meetings, an AGM presence, and social activities to combat isolation in retirement.

Action & Impact:

- **Active at AGM:** Submitted three motions—Probation Practice and Climate Change, Abolishing Lord Grayling, and Catastrophic Situation in Gaza—all carried. Organised a popular bookstall and social gathering.
- **Climate Change Campaign:** Set up a working group with members in employment to progress the motion, offering presentations to branches and feeding into national policy work.
- **Policy Engagement:** Responded to the Sentencing Review consultation, ensuring retired members' insights were part of Napo's submission.
- **Knowledge Sharing:** Promoted and supported RMN member Christine Munn's ICCJ monograph Not Quite the Century at a launch event in Liverpool.
- **Member Support & Connection:** Established WhatsApp and Signal groups to share news, petitions, and keep in touch between meetings. Paid tribute to the loss of long-standing members Michael Lloyd, John Turner, and Jil Cove.
- **Research Contribution:** Assisted academic studies on probation practice, mental health, and the prison crisis early release scheme.

Why It Matters: Retired members are a vital part of Napo's collective strength, offering decades of experience, campaigning skill, and commitment to justice. Through continued activism and support for live campaigns, the RMN keeps the spirit and principles of the union alive beyond working life.

Steering Committee

Composition: By election: six members (ensuring at least three are women), National Official for TUO, General Secretary and National Chair.

The Steering Committee ensures Napo's Annual General Meeting (AGM) runs smoothly, fairly, and in line with Napo's constitution. Steering's remit is consistent year to year: plan, prepare, oversee, and review AGM proceedings, from ordering motions to ensuring debates run transparently and within Standing Orders.

Action & Impact:

Key Membership Changes

- **Departures:** Charron Culnane (elected National Vice-Chair) and Ceri Jones (resigned August 2024). Both made invaluable contributions.
- **Support:** With vacancies unfilled before AGM, four members covered duties, supported by volunteer Jeremy Sharples (Cumbria & Lancashire Branch).
- **Current Members:** Six elected members (five currently in post) with representation from both the Family Court Section and Probation Branches.

AGM 2024 at Newcastle Civic Centre

- **Compact layout** with Steering, Monitors, and staff close to main hall.
- **Duty table and Steering Room** open for member queries on motions and procedures. Reduced in-person engagement compared to pre-2020, no remote queries received.
- **Stewards**, led by the Chief Steward, worked tirelessly thanks to the local branch volunteers.

Motions & Outcomes

- **32 motions listed** (up 9 from 2023) plus 1 constitutional amendment and 2 amendments to motions.
- **3 composite motions** reduced total for debate to 29; 1 withdrawn during AGM.
- **Debated:** 17 motions + 3 composite motions + constitutional amendment + 1 emergency motion.
- **Results: 19 carried, 1 lost, 8 not reached, all amendments and emergency motion carried.**

How AGM Time Was Spent

- Using our running record, session time in 2024 was allocated as follows:
- **Formal business:** 81 mins (2023: 92 mins)
- **Motions & voting:** 229 mins
- **Emergency motion:** 10 mins
- **General business:** 66 mins
- **Speakers to conference:** 105 mins (2023: 112 mins)
- **No business during quorate time:** 59 mins (2023: 56 mins)

- **Inquorate time:** 129 mins – breakdown:
- **Thursday Session 1:** 28 mins
- **Friday Session 1:** 22 mins
- **Friday Session 3:** 15 mins
- **Saturday Session 1:** 64 mins

Commitment to Equal Rights & Accessibility

- Maintained gender balance, with representation from both Probation and Family Court Sections.
- Aim to make AGM processes transparent, anti-racist, and accessible, ballot for motions offered online via Survey Monkey and in Word format on the Napo website.
- Members can challenge decisions during AGM, and speech timings are applied fairly using manual visual and audio signals.
- Ongoing discussions with Rock Warehouse to ensure fair timing for remote contributors.

Why It Matters: The Steering Committee safeguards the democratic heart of Napo. By ensuring fair debate, transparent decision-making, and accessible processes, we uphold the union's values and protect members' right to shape policy.

Trade Union Organising

Composition:
Any members interested in supporting and developing Napo's Trade Union Organising. We encourage branches to ensure attendance of at least one member and feedback for their branch.

The TUO Network drives Napo's recruitment, organising, and activist development, ensuring the union's structures remain strong and democratic. Bringing together officers, officials, and branch volunteers, it coordinates national membership growth, branch support, and targeted campaigns to build power in workplaces.

Action & Impact:

- **Membership Growth:** Continued steady rise towards Target 10K, with a surge during the pay ballot campaign. Issued monthly recruitment data to branches and introduced early-intervention retention reports to reduce lapses.
- **Activist Development:** Trained over 50 new reps through bespoke Napo 3-day online courses and GFTU/TUC programmes, strengthening workplace representation.
- **Recruitment Incentives:** Ran the Recruit a Friend scheme three times, with a review planned before relaunching in TUC Heart Unions Week 2026.
- **Branch Resources:** Produced a new Model Branch Constitution, approved by the NEC, to modernise branch governance.
- **Campaigning:** Supported Operation Protect workload campaigning with a successful rally in Manchester and plans for Birmingham.
- **Member Engagement:** Delivered two targeted financial webinars—one for under-40s, one for over-55s—with high attendance and strong follow-up interest.
- **Structural Review:** Began reviewing The Forum (Bands 1–3) to ensure it remains representative and effective.
- **AGM Delivery:** Organised AGM 2024 in Newcastle, with AGM 2025 planning well underway for Eastbourne and future venues booked for 2026 and 2027.

Why It Matters: Recruitment, retention, and strong branch organisation are the foundation of Napo's influence. By building activist capacity, modernising resources, and linking campaigning to workplace growth, the TUO Network is ensuring Napo remains a resilient, member-led union ready to take on future challenges.

Wales Union Learning Fund

The WULF Project gives probation staff in Wales access to funded learning and development opportunities, helping them to gain qualifications, build skills, and strengthen professional practice. Delivered in partnership with the Welsh Government, the project has become a vital source of support for staff who want to pursue education alongside their demanding roles.

Action & Impact:

- **Targets Exceeded:** Completed the third year of the contract (April 2024–March 2025), meeting all financial goals and surpassing learner targets despite a 30% cut in funding.
- **Learning Opportunities:** Supported 134 courses for probation staff, with 20 staff achieving accredited qualifications.
- **Sustained Delivery Despite Cuts:** Managed to expand opportunities even under reduced funding, demonstrating efficiency and demand.
- **New Contract Secured:** Won a new three-year contract (April 2025–March 2028), with full funding restored to pre-cut levels, guaranteeing continuity and growth.

Why It Matters: Learning and development are key to staff wellbeing, retention, and professional standards. By securing ongoing WULF funding, Napo ensures that probation staff in Wales continue to access high-quality training and qualifications—strengthening the workforce and improving outcomes for the people they work with. If any Probation staff in Wales would like funding support with educational courses then please contact Ian Freshwater at ifreshwater@napo.org.uk

Women in Napo (WiN)

Composition:
Attendance at Women in Napo is open to any female members of Napo.

Women in Napo works to ensure women's voices are heard and represented at every level of the union. With women making up over three-quarters of Napo's membership, WiN's mission is to increase participation in leadership roles, raise the profile of women's issues in the workplace and wider society, and highlight the impact of these issues on female clients.

Action & Impact:

- **Ending Violence Against Women and Girls:** Focused this year's work on raising awareness through articles and news stories, exploring the many forms of abuse women and girls face, and highlighting solutions. Planned and organised a professional AGM session on this theme.
- **Workplace Sexual Harassment:** Promoted the End Not Defend campaign, treating sexual harassment as a health and safety issue to hold employers accountable, support victims, and drive prevention through systemic change. Plans underway to launch a workplace survey.
- **Women's Health:** Continued work on the "women's journey" project, addressing key health issues from menstruation and pregnancy (including a planned maternity survey) to menopause and cancers affecting women, with the aim of improving understanding and workplace support.
- **Professional Support:** Explored ways to help members identify and challenge harmful behaviours at work and support those affected by abuse.
- **Leadership Development:** Supported two Napo members to attend the GFTU Women in Leadership Course to help grow the next generation of women leaders in the union.

Why It Matters: With women making up the majority of Napo's membership, their experiences and leadership are central to the union's strength. WiN's work ensures women's voices influence decision-making, workplace culture, and national policy—helping to build a union that reflects and champions the needs of its members.

Young Members' Network

Composition:
The Young Members Network is open to all members under 40.

The Young Members Network (YMN) is for all Napo members aged 40 and under, aiming to inspire a new generation of activists and leaders at branch and national level. The network provides a space to share experiences, tackle workplace challenges, and develop the confidence and skills to take on leadership roles.

Action & Impact:

- **AGM Fringe Meeting:** Discussed bridging the gap between younger and older staff, workplace support for new starters, pensions awareness, and making union motions and communications more relevant to younger members. Challenged traditional "top table" formality and explored how visual presentation and tone could be more inclusive.
- **Financial Webinar for Recruitment:** Organised an open-access financial webinar with Quilter (2 July), offering free consultations to new joiners. Short notice promotion still brought in 22 registrations, 12 attendees, and valuable recruitment opportunities.
- **Leadership Development:** Encouraged and supported young members to attend the GFTU Young Members' Development Weekends —5 attended in November, 3 in February, and 3 in June. Many have since shown interest in becoming active reps in their branches.
- **Regular Network Meetings:** Despite some low attendance, held in-person and virtual meetings to share experiences, raise concerns, and shape ideas for campaigns relevant to younger staff.

Why it matters: The future strength of Napo depends on developing the next generation of activists. By creating space for younger members to connect, learn, and lead, the YMN ensures the union stays relevant, dynamic, and ready to meet the challenges of tomorrow's workplace.

External Reports

This section brings together key reports and statements from our partners and independent bodies. It includes the Parliamentary Campaigning Report , the Edridge Fund Annual Report and Accounts, and Napo's own Annual Accounts. These documents provide transparency, accountability, and an external perspective on Napo's work. They show how we are making an impact in Parliament, supporting our members in times of need, and managing our finances responsibly—ensuring members can see both the outcomes of our campaigning and the strength of the organisation behind it.

NAPO PARLIAMENTARY CAMPAIGNING SUMMARY

Prepared by Charley Allan
Justice Unions Parliamentary Group

The past year in Parliament has seen numerous initiatives by the new Labour government to tackle the prisons and probation crises inherited from the Tories, with Napo's campaigning continuing through the Justice Unions Parliamentary Group (JUPG), co-chaired by Liz Saville Roberts, Westminster leader of Plaid Cymru, and former Unite general secretary Lord Woodley, who replaced Lord Ponsonby after his appointment as a justice minister in the new government.

Napo press releases and briefings, including top lines, background info and suggested questions/actions, are regularly circulated to JUPG members, encouraging them to participate in relevant debates and support selected motions and amendments. JUPG meetings heard from Napo about unbearable workloads even before the rushed early release programmes rolled-out in the dog days of the last government, continued by its replacement, but these attempts to deal with prison overcrowding just heap further pressure onto probation. Likewise, the third/third/third sentencing system recommended by former justice secretary David Gauke in his independent review means even more pressure on probation.

Numerous JUPG members have spoken up for probation staff, especially while questioning ministers over early release schemes. In November, the Lord Bishop of Gloucester called on the government "not just to recruit more probation staff but to retain and develop staff so that they are respected and recognised as highly valued professionals", while Lib-Dem Lord German asked: "Why is it that we are already unable to recruit sufficient people to the probation service?"

JUPG co-chair Lord Woodley linked key union campaigns in May when he asked what ministers were doing to "improve the morale, recruitment and retention of police, prison and probation officers", with Lib-Dem Lords spokesperson Lord Marks referencing the shocking Rademaker Review into HMPPS treatment of staff and reminding Peers: "Retention rates are very bad – 10.4% of probation officers are leaving annually. For probation service officers, who include assistants and trainees, it is over 12%. They have too much to do, often with little experience … Low morale is a major contributor but so are pay and conditions, given the challenges they face."

New Wolverhampton West Labour MP, Warinder Juss, a former employment rights solicitor, has spoken up for probation officers at the Justice Committee and during Justice Questions, asking ministers in March what the government was doing "to ensure that probation officers have manageable caseloads and that support is provided for their mental health and wellbeing to avoid high levels of stress and burnout", while at June's JQs, he asked what ministers were doing to "recruit and retain probation officers, and to ensure that they have manageable caseloads and that their morale is improved?"

Meanwhile the Welsh Affairs Select Committee, chaired by JUPG member Ruth Jones, heard from Napo Cymru executive member Su McConnel in May as part of its inquiry into Prisons, Probation and Rehabilitation in Wales, at which she warned: “The toll that this pressure [of early releases] is having on staff in terms of their health and mental health – it is awful,” calling for “a root and branch review of probation, with a view to separating it from the Prison Service – as much as we respect our colleagues – to be a standalone organisation in its own right”. The campaigning work of the JUPG continues.

Edridge Annual Report

ACCOUNTS & ANNUAL REPORT

for the year ended 31 December 2024

(Abbreviated Version)

Administrative Details

Full name:	The Edridge Fund of Napo the Trade Union and Professional Association for Family Court and Probation Staff
Reg CharityNo:	803493
Registered Office:	Boat Race House, 65 Mortlake High Street, London, SW14 8HL
Bankers:	UnityT rust Bank Plc. Nine Brindley Place, Birmingham B1 2HB
Investment Managers:	Aberdeen Fund Managers Ltd, PO Box 9029, Chelmsford, Essex, CM99 2WJ
Independent Examiner:	Peter Smith, Wayside, Dairy Lane, Aston Juxta Mondrum, Nantwich, Cheshire. CW5 6DS

Report of the Trustees

The Trustees present their annual report with the accounts of the Fund for the year ending 31st December 2024. 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:

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

David Stevens (Mercia) Appointed November 2014, resigned December 2024 – Vice Chair
Carolyn Mack (East Midlands) Appointed September 2016, re-elected 2021
Ian Hankinson (Mercia) Appointed March 2018, re-elected March 2023
Peter Rowe (Cheshire/Greater Manchester) Appointed November 2018, resigned April 2024
Francis Sanders (Cheshire/Greater Manchester) Appointed September 2019, resigned December 2024
Kevin Ling (Essex Branch) Appointed January 2024
Andrew Dellar (East Coast Branch) Appointed November 2024
Christine Munn (South SouthWestern Branch) Appointed November 2024
Kenneth Boyall Appointed September 2019 (co-opted for support with Edridge Reps)

Alan Goode was re-appointed as Chair in April 2024.

David Stevens was re-appointed as Vice Chair in April 2024.

Staff

Karen Monaghan	Secretary to Trustees
Jeanne Peall	Honorary Treasurer
Sarah Byatt	Administrator

Introduction

This is an abbreviated version of the Annual Report. The Accounts presented are the full version, prepared in accordance with Charity Commission guidelines and requirements. The full Annual Report and Accounts will be available before the Napo AGM in October 2025.

Applications for Assistance

The total number of applications in 2024 was 129, which is a significant increase on the number received in 2023 (102) and 2022 (100). However**,** the total amount paid in grants during 2024 decreased by 12% compared with 2023.

Grants were paid in respect of 69 of the applications. 60 were not successful because the applicants were not eligible, the application was withdrawn, or they were not deemed to be in financial hardship. The percentage of the total applications for 2024 that were successful was 53%, compared with 2023 when the percentage of successful applications was 70% of the total. The percentage of refused applications in 2024 was 47%, an increase compared to 2023 when it was 30%.

The average grant paid was £386, which is an decrease on 2023 where the average grant was £426. The amounts granted ranged from £120 to £500.The Trustees continue to attempt to make grants that match the immediate needs of the applicant.

There were more applications from non-Napo members than from Napo members. In 2024 the overall amount paid to Napo members was less than the amount paid to other applicants. Two members of other Unions received a grant. We have continued the practice of referring applicants from other Unions to their own Welfare Funds, before considering an application.

All applicants employed by HMPPS are now advised of their eligibility for the potential assistance available from the Civil Service Charity “Charity For the Civil Service (CFCS)”, on the basis that those applicants are now Civil Servants. This is a much larger Charity and can provide various forms of help beyond financial assistance.

A full analysis of the applications has been made, including analysis of the Diversity questionnaires applicants are asked 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.

Set out below is a table of the key results of this analysis under various headings.
All the percentages are based on successful applications, but we confirm that the same analysis has been completed on the applications refused. The proportions in all categories are roughly the same. The Diversity figures are based on 120 forms as a number were not completed. In 2% of these forms, the ethnicity section was blank.

Analysis of Successful Applications

Union Membership	**Napo**	**None**	**Other Union**	**Total Paid**
2024	40%	57%	3%	
Amount Paid	£10,670	£15,260	£700	£26,630
2023	***45%***	***52%***	***3%***	
Amount Paid	***£13,660***	***£15,755***	***£850***	***£30,265***

Ethnic Background	White	Black	Mixed	Asian
2024	77%	14%	2%	5%
Gender	**Male**	**Female**	**Transgender**	
2024	27%	73%	0%	
Sexual Orientation	**Bi-sexual**	**Gay/ Lesbian**	**Heterosexual**	**Prefer not to answer**
2024	3%	7%	87%	3%
Disability	**Yes**	**No**	**Prefer not to answer**	
2024	41%	56%	3%	

Governance

During 2024, Trustees continued to ensure the Fund was well placed to address issues relating to its work in the future. The Trustees also agreed to review maximum grant levels on at each meeting to ensure applicants needs were being met whilst keeping a balanced budget.

Financial Review

Donations and fund raising

In 2024 the majority of the income of the Edridge Fund was, once again, provided by grants from Napo and from CSIS (Civil Service Insurance Society). In addition, funds were received from a bequest from the estate of Anna Martin. The Trustees remain very grateful for the contributions made by Napo and CSIS, which are of considerable significance in enabling the Fund to continue to provide assistance to current and retired Family Court and Probation staff and their dependants who are in need.

The 50/50 Club continued to provide a steady source of income, albeit with a small reduction on the previous year. As a result of some members donating all or a proportion of their winnings back to the Fund, the net benefit was slightly more than 50% of the income received. Aside from this, regular donations continue to decline, which has been the case throughout the charity sector.

Fundraising through Branches and the Family Court Section increased in comparison to 2023.

However, the importance of a ‘in person’ Napo AGM to Edridge was once again confirmed, with another successful year in terms of fundraising through the Edridge stall. £656 was raised through donations, 50/50 Club sign-ups, sales of merchandise and the bucket collection.

Administration and Expenditure

Expenditure on administration continued to be tightly managed but did increase in 2024 due to the one-off costs of re-printing leaflets and renewal of the Edridge Tern trademark. These costs are within office costs in the notes to the accounts. The majority of applications are now handled on-line and most communication is by email, resulting in greatly reduced postal costs. Payment of invoices, grants and 50/50 prizes continue to be largely by bank transfer (BACS). Governance

costs, which usually cover Trustee travel expenses and meeting costs, increased in 2024 due to a Trustee attending a HMPPS event to represent the Edridge Fund. The Trustees held two in-person meetings and three meetings via Zoom.

Edridge Investments

In August 2020, the monies returned by HSBC Investments were reinvested and are now managed by Aberdeen Investments. Our invested funds have recovered from the 2022 market turmoil, with a modest level of growth by year end 2024.

DECLARATION

The Trustees declare that they have approved the Trustees' Report above.

Signed: Alan Goode – Chair of Trustees
31stJuly 2025

CHAIR'S REPORT

Iampleased to be able to present this report on the work of the Edridge Fund during 2024 and insodoing to seek your endorsement. I would wish to pay tribute to the Trustees, the local representatives and the staff group who have continued to work diligently and efficiently to enable thefund to respond to those in need of assistance throughout the year. Particular thanks are due toDavid Stephens and Francis Sanders who both completed their terms of office as Trustees at theend of 2024, and we welcome Andrew Deller and Christine Munn who took up the role having beenappointed by the NEC in November last year.

Thegreat majority of applications for assistance come from current staff of the Probation Service withonly a handful of applications from people who are eligible for other reasons. Essentially to beeligible to receive a grant an applicant must be eligible to join NAPO. Where applicants are eligible the Trustees will then determine whether they consider the applicant to be in financial hardship before deciding a grant. Although the fund is only able to offer relatively small grants, currently to a maximum of £500, we do get applications from people in significant financial hardship for whom our ability to respond quickly, where often they have nowhere else to turn has been hugely important to them.

Through the course of the year many people turned to the fund at points of personal crisis when some particular situation had tipped them over the edge to a point where they could not manage. Often relationship breakdown, establishing a home as a single parent and domestic abuse has lain behind requests for help. Some applicants have faced long term health problems and resultant reduction in income which has left them struggling financially. Many applicants have fallen into difficulties in coping with the day to day implications of managing on a low income with many people having fallen into serious debt which has reduced their ability to cope when hit by some unforeseen crisis.

The overall financial position of the fund has remained reasonably healthy although this has been in large part as a result of us benefitting from some generous legacy payments in the last few years. The fund continues to receive generous grants from both NAPO and the Civil Service

Insurance fund which provide the bedrock of finance to sustain the charity in its work and without which we would not survive. Given that support, and benefitting from the legacies we have received we have been able to broadly maintain the level of grants we have awarded although there have been slightly fewer grants made than in the previous year. However, we are operating in a context in which we have to recognise that the reductions in NAPO membership have seen a significant decrease in the grant that NAPO can offer the fund, and changes in work practices have equally impacted on reducing the monies raised in donations from staff in local areas. These reductions of £17,000 and £9,000 respectively since the 2010 report was presented have only been managed because we have benefited from those generous legacies as mentioned.

It is in that context then that I would ask those of you in a position to do so to consider making a donation to the fund and to remember the fund when you come to draw up your own will! Conference is always a source of generosity to the fund and in that spirit I would ask you to endorse this report.

Finally, I would like to thank those people who act as Edridge representatives in local areas who can often act as a bridge between an applicant and the fund and who ensure that the work of the fund is publicised at a local level. At a practical level we often find it difficult to get information about changes in role locally so could I ask that all branches represented at conference ensure that when they get back to work next week that they get their Edridge rep to contact the Edridge office to confirm their contact details.

Alan Goode – Chair of Trustees

31st July 2025

STATEMENT OF FINANCIAL ACTIVITIES (incorporating an Income and Expenditure Account)
FOR THE YEAR ENDED 31 DECEMBER 2024

	Notes	2024	2023
INCOMING RESOURCES FROM GENERATED FUNDS			
Voluntary Income			
Regular Donations and Gifts	8	3,835	3,036
Grant from Napo		11,435	11,414
Bequests		18,042	5,068
Corporate Charity Donation	11	10,000	10,000
TUUT Grant - ***restricted funds***	7	Nil	Nil
HSBC Compensation		Nil	Nil
Activities for generating funds			
Fund Raising (including 50/50 Club subscriptions)	6	3,597	3,353
Sale of merchandise		103	303
Investment & Interest Income			
Investment Income	10	Nil	Nil
Bank Interest		2,020	1,651
Incoming Resources from Charitable Activities			
Contributions from members, branches, and others		1,910	903
Total Incoming Resources		50.942	35,728
RESOURCES EXPENDED			
Costs of Generating Funds			
Promotional / Fund Raising activities		256	216
Investment Management Fees	10	Nil	Nil
Website Expenses		504	504
50/50 Club Prizes		945	904
Purchase of Merchandise		Nil	Nil
subtotal		1,705	1,624
Net Resources available for Charitable Application		49,237	34,104
Costs of Charitable Activities			
Grants paid -		26,630	30,265
Management & delivery of the charity's purpose	2	14,964	13,576
Governance Costs	4	729	501
Total Resources expended		44,028	45,966
Net Operating Surplus/(Deficit) for the Year Before Gross transfers		6,914	(10,238)
Gross Transfers between Funds		Nil	Nil
Net Incoming Resources before Gains & Losses		6,914	(10,238)
Other Recognised gains (losses)			
Realised gains/(losses) on investments		9,774	10,754
Unrealised gains/(losses) on investments		16,688	516
Net Movements in Funds			

Total funds brought forward	275,835	275,319
Total Funds Carried Forward	292,523	275,835

BALANCE SHEET

As at 31st December 2024

	Notes		2024		2023
		£	£	£	£
FIXED ASSETS					
Tangible Assets	3		Nil		Nil
Investments	10		209,740		199,966
CURRENT ASSETS					
Debtors	9	71		2,648	
Cash at Bank andin Hand		85,216		75,818	
		85,287		78,466	
Creditors					
Amounts falling due within one year					
Accruals	5	(2,504)		(2,597)	
Net Current Assets			295,027		278,432
Total Assets less Current Liabilities			292,523		275,835
Net Assets			292,523		275,835
Charity Funds					
UnrestrictedFunds			290,612		273,924
Restricted Funds	7		1,911		1,911
Total Funds available to the Fund			292,523		275,835

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

Alan Goode

Chair of the Trustees, 21st July 2025

Notes forming part of the Accounts

FORTHEYEARENDED31DECEMBER2024

1. ACCOUNTING POLICIES

Our Accounting policies remain as reported in previous years.

2. MANAGEMENT AND DELIVERY OF THE CHARITIES PURPOSE

	Notes	2024 £	2023 £
Staff Salaries		11,994	11,131
Office Services including rent		704	654
Office Costs, postage, computer running costs etc		1,155	404
Insurance		932	851
Depreciation on fixed assets	3	Nil	Nil
Equipment Purchase		30	Nil
Bank charges		149	185
		14,964	13,225

3. TANGIBLE ASSETS

The Trustees have once again concluded that our stocks of goodsfor sale,and operational equipment, is at a level where it would not be appropriate to account for depreciation,and this would not haveany material effect on the accounts.

4. GOVERNANCE COSTS

	2024 £	2023 £
Trustees' expenses	591	390
Meeting Expenses (zoom & room fee)	138	133
Audit and accountancy	Nil	Nil
Napo Conference expenses	Nil	Nil
Trustees Training	Nil	Nil
	729	523

5. CREDITORS

	£
Wages paymentfor December 2024	1,007
Grants 127/24,128/24, 129/24 paid in 2025	1,075
Web chargesQuarter 4 2024	126
50 50 prize May,Nov, Dec 2024	246
Corporate CreditCard Dec 24	50
,	2,504

6. FUND RAISING INCOME

	£
Fund Raising and Sponsored events	1,653
50/50 Club Subscriptions *	1,944
	3,597

*The net benefits to the Fund from the 50/50 Club is £999 for the current year.

7. TUUT GRANT *RESTRICTED FUNDS*

As reported in our 2019 Accounts we had received a grant for specific purposes, which was to fund the purchase of card reading machines for fund raising purposes. The balance of the restricted funds are reflected in the accounts. The sum of £154 was spent in 2019. There has been no further expenditure during the current year.

8. GIFT AID TAX REFUNDS

	£
Gift Aid refund 2022/2023	629.89
Gift Aid refund 2023/2024	579.75
Total received 2024	1,209.64

The above claims were submitted in 2024, bringing Gift AidRefunds up to date.

£1,209.64 is within the figure for regular donations and gifts.

9. DEBTORS

	£
Text to Donate Oct 24	71

10. INVESTMENTS

In March 2020 the Trustees appointed Aberdeen Investments as their Investment Managers. Valuation is market value, certified by our investment managers at 31/12/22. Income received from the underlying investments is retained within the Fund and transferred to capital. The increase in value of the portfolio during 2023 reflects the increase in market value.

11. VOLUNTARY INCOME – SPECIAL ITEMS

	£
CSIS Charity Fund	10,000

Napo Report & Accounts

NAPO

Report and Accounts

31 December 2024

NAPO

Officers' Report

The Officers present their report and accounts for the year ended 31 December 2024.

Officers

Thefollowing persons served as officers during the year:

B Cockburn	
C Doherty	
D Gill	
S O'Mahoney	resigned October 2024
A Harmsworth	appointed October 2024
S Hornby	appointed October 2024
T Perkins	
C Culnan	

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:

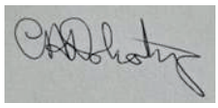
- keeping proper accounting records;
- safeguarding the Association's assets;
- taking reasonable steps for the prevention and detection of fraud;
- establishing and maintaining a satisfactory system of control of its accounting records, its cash holdings and all its receipts and remittances.

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 1 May 2025 and signed on its behalf.



C Doherty
Vice Chair
1 May 2025

NAPO
Independent auditor's report to the members of NAPO

Opinion
We have audited the accounts of NAPO for the year ended 31 December 2024 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 bylaw, 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 2024 and of its surplus 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
In auditing the financial statements, we have concluded that the members' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the union's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue. Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

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
1 May 2025

21 New Walk

Leicester

LE1 6TE

NAPO Income and Expenditure Account for the year ended 31 December 2024

	No tes	2024 £	2023 £
Income from Subscriptions		1,338,205	1,243,585
Other Income	3	38,890	23,903
TUC Projects		57,043	60,700
		1,434,138	1,328,188
Staff costs		(779,104)	(751,789)
Staff recruitment, training and expenses		(13,154)	(11,478)
TUC Projects		(57,043)	(60,700)
Accommodation costs		(18,677)	(17,541)
Operating costs		(89,601)	(122,733)
Committee, conference & affiliation costs		(140,635)	(139,400)
Financial & legal costs		(88,099)	(19,932)
Branch expenditure		(24,155)	(28,791)
Surplus before taxation		223,670	175,824
Tax on investment income		(6,823)	(5,353)
Surplus for the financial year		216,847	170,471

NAPO

Balance Sheet as at 31 December 2024

	Notes		2024 £		2023 £
Fixed assets					
Tangibleassets	5		727,810		727,810
Current assets					
Debtors Cash at bank and in hand Branches WULF	6	52,436		54,818	
Project Bank Account Head		26,219		26,964	
Office		22,058		23,387	
		1,072,964		1,183,029	
		1,173,677		1,288,198	
Creditors: amounts falling due within one year	7	(166,199)		(373,351)	
Net current assets			1,007,478		914,847
Net assets			1,735,288		1,642,657
Reserves					
Office Relocation Reserve			250,000		250,000
Special Aid Fund Action			(350,243)		(314,317)
Fund NAPO Organising			55,530		55,530
Fund Branch Support			65,994		65,994
Fund General Fund			4,157		6,857
			1,702,171		1,578,593
			1,727,609		1,642,657

I Lawrence
General Secretary

C Doherty
Vice Chair

Dated: 1 May 2025

NAPO Movement of Funds Summary for the year ended 31 December 2024

	General Fund	Office Relocation reserve	Legal & Represent-ation Fund	Action Fund	NAPO Organising Fund	Branch Support Fund	Total
	£	£	£	£	£	£	£
Income	1,434,138	-	-	-	-	-	1,434,138
Expenditure	(1,210,468)	-	(129,195)	-	-	(2,700)	(1,342,363)
Surplus/(deficit) for the year	223,670	-	(129,195)	-	-	(2,700)	91,775
Taxat ion	(6,823)	-	-	-	-	-	(6,823)
Net surplus/(deficit)	216,847	-	(129,195)	-	-	(2,700)	84,952
Transfer between funds	(93,269)	-	93,269	-	-	-	-
Net incoming resources	123,578	-	(35,926)	-	-	(2,700)	84,952
At 1 January 2024	1,578,593	250,000	(314,317)	55,530	65,994	6,857	1,642,657
At 31 December 2024	1,702,171	250,000	(350,243)	55,530	65,994	4,157	1,727,609

1 Accounting policies

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

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

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

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

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

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

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

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

2 Audit information

The audit report is unqualified.

Senior statutory auditor:	Mr David Goodwin
Firm:	Sturgess Hutchinson (Leicester) Limited
Date of audit report:	1 May 2025

3 Other Income

	2024 £	2023 £
Interest receivable	35,911	22,780
Other income	2,979	1,123
	38,890	23,903

4 Staff Costs

	2024 £	2023 £
Wages and salaries	626,243	604,178
Social Security costs	60,379	58,158
Other Pension costs	92,482	89,453
	779,104	751,789

General Secretary

	2024 £	2023 £
Wages and salaries	103,921	97,063
Social Security costs	-	-
Other Pension costs	16,292	16,292
	120,213	113,355

5 Tangible fixed assets

	Freehold land and buildings £	Computer equipment & software £	Total £
Cost			
At 1 January 2024	770,423	17,990	788,413
Additions	-	9,995	9,995
At 31 December 2024	770,423	27,985	798,408
Depreciation			
At 1 January2024	45,307	15,296	60,603
Charge for the year	14,502	3,172	17,674
At 31 December 2024	59,809	18,468	78,277
Net book value			
At 1 January 2024	725,116	2,694	727,810
At 31 December 2024	710,614	9,517	720,131

6 Debtors

	2024 £	2023 £
Prepayments	38,115	29,303
Other debtors	14,321	25,515
	52,436	54,818

7 Creditors: amounts falling due within one year

	2024 £	2023 £
Taxation and social security costs	6,823	314,569
Other creditors	159,376	58,782
	166,199	373,351

8 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.

9 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 £92,481 (2023 - £89,453). 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 2024

		2024 £		2023 £
Membership Subscriptions		1,338,205		1,243,585
Bank Deposit Interest		35,911		22,780
TUC ULR Project		57,043		60,700
Sundry Income		2,368		423
		1,433,527		1,327,488
Staff costs				
Salaries,Pension, National Ins	779,104		751,789	
Staff Recruitment	-		-	
Staff Training	2,984		850	
Staff Expenses	10,170		10,628	
	792,258		763,267	
TUC ULR Project	57,043		60,700	
Accommodation costs				
Rates,Light &Heat	14,226		11,499	
Insurance	1,463		2,064	
Professional Indemnity Insurance	2,987		3,978	
Sundry	1		-	
	18,677		17,541	
Operating costs				
Print, Stationery&Equipment	1,727		2,684	
Postage	1,000		2,792	
Office Move	5,006		7,044	
T elephone	3,569		3,905	
	11,302		16,425	
Computer Equipment & Support	59,480		91,566	
Cost of Publications	1,145		(954)	
Depreciation	17,674		15,696	
	78,299		106,308	

NAPO

National Office Detailed Income and Expenditure Account for the year ended 31 December 2024

Committee, Conference & Branch Costs				
Committee Expenses	3,684		3,670	
Cost of Conferences	56,877		62,844	
Branch Grant	11,401		8,170	
Branch Conference Funding	11,399		8,677	
Certification Officer Levy	6,152		6,528	
Branch Accounts	1,755		2,412	
Communication	498		2,017	
Consultancy	2,205		2,895	
Membership Recruitment	9,719		7,183	
	103,690		104,396	
Subscriptions & Affiliations				
TUC Fees	18,585		16,908	
Other Fees	1,755		1,713	
GFTU Fees	7,225		7,041	
	27,565		25,662	
Edridge Donation	11,435		13,828	
General Donations	-		-	
	11,435		13,828	
Campaign/Media/Parliamentary Work Ballot	11,227		12,361	
	9,518		-	
	20,745		12,361	
Financial Costs				
Audit Fee	9,960		9,000	
Bank Charges	9,143		6,746	
Legal & Professional Fees	3,456		4,186	
Corporation Tax Interest	65,540		-	
	88,099		19,932	
		(1,209,113)		(1,140,420)
National Office Surplus before taxation		224,414		187,068
Less: Branch Office Deficit		(744)		(11,244)
Total Surplus before taxation		223,670		175,824

NAPO

Branches - Detailed Income and Expenditure Account for the year ended 31 December 2024

		2024 £		2023 £
Grants from National Office		11,400		8,171
Hardship Grant		2,700		1,000
Conference Funding from National Office		11,400		8,676
Individual Contributions		311		300
Sundry Income		300		400
		26,111		18,547
Branch Expenses				
ExpensesofOther Officials	442		4	
Printing,Postage & Stationery	150		442	
Branch Refund	-		35	
Branch Meetings	15		555	
Bank Charges	443		475	
Adj to bank account	(4,336)		-	
T raining	427		-	
Donations	273		336	
Cost of Annual & Branch Conf er enc e	29,058		25,693	
Other Branch Expenses	383		2,251	
		26,855		29,791
Surplus before taxation		(744)		(11,244)
Charged to General Fund		24,155		28,791
Transfer from NAPO Organising Fund		2,700		1,000
		26,855		29,791

NAPO

Publications Account for the year ended 31 December 2024

		2024 £		2023 £
Cost of Publications				
Printing Newsletter		3,374		1,896
Probation Journal		46,380		46,380
CAFCASS Journal		1,596		500
		51,350		48,776
Less:				
Inserts Journal & Newsletter		-		-
Income from other publications				
Royalties Probation Journal	50,205		49,730	
		(50,205)		(49,730)
Total cost of Publications		1,145		(954)

NAPO

Conference Account for the year ended 31 December 2024

		2024 £		2023 £
Cost of Annual Conference	61,510		69,889	
Less: Registration Fees	(7,015)		(9,167)	
Net Cost of Annual Conference		54,495		60,722
TUC Conferences	2,061		2,122	
Young Workers Conference	321		-	
Total Cost of Other Conferences		2,382		2,122
Total cost of Conferences		56,877		62,844

Appendices

Resolutions carried at 2024 AGM

Resolution	**Committee**	**progress**	**Page**
1 Thank you Cafcass	Family Court Committee	Completed	8
2 Wellbeing is not a tick-box exercise	Health and Safety	In Progress	8
3 Staff retention	National Executive Committee	In Progress	8
4 Probation: Independent of the Civil Service	National Executive Committee	Completed	9
5 For Wages We Can Live On	National Executive Committee	Completed	9
6 Probation Values?	National Executive Committee	In Progress	9
7 Contested Breach training – Prosecutions on the cheap	National Executive Committee	Completed	9
8 Don't let our reps be out of pocket!	National Executive Committee	In Progress	9
9 Modernising Napo's Communication and Engagement Strategy	National Executive Committee	Completed	16
10 Build Support For The Anti-Tommy Robinson Demo	National Executive Committee	Completed	15

Resolution	**Committee**	**progress**	**Page**
11 Cafcass needs a new workload measurement tool	Negotiation - Family Court Section	In Progress	9
12 Pay us what we are worth	Negotiation - Probation	Completed	10
13 One 2025 Pay deal	Negotiation - Probation	In Progress	10
14 Visor Vetting Review	Negotiation - Probation	In Progress	12
15 Taking account of the cost of PSRs	Professional and Training Network	In Progress	12
16 Probation Practice and Climate Change	Professional and Training Network	In Progress	12
17 Improving Napo Membership	Trade Union Organising	In Progress	18
18 Catastrophic situation in Gaza	Campaigning Network	Completed	15
19 Abolishing Lord Grayling	Campaigning Network	In Progress	15
20 HMPPS is institutionally disablist	Equal Rights Committee	In Progress	10
Constitutional Amendments			
CA1 Amendment to Retired Life Membership	Constitutional Amendment	Completed	18

To see the Resolutions in full, visit www.napo.org.uk/annual-report or scan the QR Code

Napo Affiliations

Napo doesn't stand alone. We join forces with organisations that share our values of justice, equality and solidarity. By affiliating with campaigns and movements that challenge injustice, defend rights and fight exploitation, we make our collective voice louder.
These links strengthen our influence, connect us to wider struggles, and show that Napo is part of something bigger: a movement determined to build a fairer, safer, more equal society.

- 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

Who to contact

We want to make sure your queries land in the right place – and get answered as quickly as possible. That's why we've set out who to contact for what, so you're not left waiting or wondering.

Membership:
membership@napo.org.uk

- Changes to personal or work details
- Letting us know you are on sick/ parental leave or have increased or reduced your hours at work
- Updating payment method
- Telling us that you are retiring, leaving the service or cancelling membership

General Enquiries:
info@napo.org.uk / 020 7223 4887

- Need help at work but not sure who to contact in your branch
- Comments, questions or feedback not related to your membership

Want to join a Network:

Pippa Wood pwood@napo.org.uk

- Courts Network
- Managers' Network
- Retired Members' Network
- Trade Union Organising (TUO)
- Young Members Network

Shireen Suleman ssuleman@napo.org.uk

- Approved Premises Network
- Disability Network
- Health & Safety Network
- LGBT+ Network
- Napo Black Members' Network
- Women in Napo

Taytula Burke tburke@napo.org.uk

- Campaigning Network

Keep up with us online. Scan the QR code for our social links or visit https://bio.site/Napotheunion