Probation | Family Courts

napo

25/26

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Message from the GS

Welcome to the 2025/2026 Annual Report.

Rather than seeing this as just a catalogue of meetings, negotiations and activities, I hope you see the bigger picture.

Napo and our members have been busy. And we are making progress.

Members set the agenda

The motions passed by members have helped lay much of the groundwork for the campaigns we are now pursuing on behalf of our members in Probation, Cafcass and Probation Board Northern Ireland.
Workloads, workplace safety, professional standards, the future governance of probation in England and Wales, and the role of Cafcass, equality and the threat posed by the far right have all been raised, debated and acted upon.

That is the strength of Napo. We don't just campaign on behalf of our members. Our members give us a mandate and we get on with it.

Nowhere is that clearer than in our fight over pay and workloads.
At the time of writing, Napo is gearing up to launch a formal industrial action ballot electronically for probation members, opening on the Monday immediately after our AGM.

Our decision to hold a formal ballot electronically will require a constitutional amendment, which will be debated at this year's AGM. We hope members will vote to accept it. It means Napo can move with the times, make it easier for members to participate and make the best use of Napo's money. Every pound we spend belongs to our members, and we have a responsibility to make every pound count.

Stronger, smarter and ready for the fight

As you will see from the accounts in this report, Napo is moving in the right direction. Subscription income increased by more than 10% in 2025, overall income rose by more than £115,000 and we ended the year with a net surplus of almost £150,000. Our auditors have confirmed that the union remains financially sound.

A stronger union means a union with more firepower. It gives us greater capacity to support branches, represent members, train activists, campaign, communicate and take on employers when they get things wrong. And, as this report shows, it's working.

Pay and workloads are certainly hot-ticket issues, but they are not all we do for our members.

We are fighting for the future of probation and family courts as professional public services. We are fighting for safe workplaces, proper staffing, professional standards and the ability of staff to do the jobs they came into these services to do.

Our work on safety brings many of these issues together. Serious assaults, staffing pressures, excessive workloads and failures to provide safe working environments are not isolated problems. They are symptoms of services being asked to do too much with too little.

We are making ourselves heard

We have also continued to challenge racism, hate and the growth of the far right. Napo also has strong and thriving equalities networks such as the Napo Black Network, LGBT+ Network and Disability Network who fight to ensure that our values of equality and collective action against discrimination of any kind will not be tolerated. We will continue to challenge discrimination in any form wherever we find it.

And then there is our voice beyond the workplace.

Our media work has put the reality facing probation and family court staff firmly into the public conversation. We have consistently warned about staffing shortages, unsustainable workloads, burnout, low pay and the consequences for public safety. We have challenged government policy and sentencing changes where we believe they place yet more pressure on already overstretched services.

And now the press is catching up.

The coverage captured within this report only tells part of the story. Since the reporting period ended, our pay and workloads campaigns have generated further significant national attention, with growing recognition of the crisis facing probation and family courts.

We have been saying this for a long time. The difference now is that more people are listening.

Our professional voice is increasingly just as important.

Through our professional networks, the Probation Journal, training, parliamentary engagement and our work with allies across the trade union and justice movements, Napo continues to demonstrate that we are both a trade union and a professional association.

We know that protecting workers and protecting professional standards are not competing priorities. They are inseparable.

This is your union

None of this happens without people.

I want to thank every member who has attended a meeting, submitted a motion, completed a survey, spoken to the media, represented a colleague, challenged an unsafe workplace, got involved with their branch, joined a network, supported a campaign or encouraged someone else to join Napo.

I also want to thank our reps, branch officers, activists, committee members, officers and staff. Much of your work happens without recognition, often alongside increasingly demanding day jobs, but it is the reason Napo can continue to stand up, organise and be heard.

The year ahead will be demanding. We have important fights still to win, not least over pay and workloads. But we go into those fights with something powerful: a membership that is increasingly confident in the power it holds.

Together, we will continue to fight for a probation and family court system that values its staff, protects the public and delivers the professional services that our communities deserve.



Ian Lawrence
General Secretary

2025-2026
National Officer Group



Ben Cockburn
Chair
Northumbria Branch



Carole Doherty
Vice-Chair (Finance)
Until October 2025
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



Siobhan Foreman
Vice-Chair
Elected November 2025
Western Branch



Charron Culnane
Vice-Chair
London Branch

2025-2026
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

Equalities, Health & Safety, Professional & Training

Shireena Suleman

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

Health and Safety Network:

Work related stress on RIDDOR (Resolution 1)

What you asked: Press for serious workload-related stress and sickness absence to become reportable under RIDDOR and build wider TUC support for this.

Progress Made: (In Progress)

- **Action:** Napo raised the issue directly with the HSE through its 2026 RIDDOR consultation response, highlighting the failure to capture serious work-related stress and the role of excessive workload.
- **Next Steps:** Resolution remains in progress, pending the HSE review and further TUC engagement.

Minimum Health and Safety Standards (Resolution 2)

What you asked: Press HMPPS to develop and apply a minimum set of health and safety standards consistently across all areas of Probation.

Progress Made: (In progress)

Action Taken: Napo has continued to raise concerns with HMPPS about inconsistent health and safety standards, pressing for a clear national baseline covering workplace safety, security, staffing, lone working and workloads, with trade union health and safety representatives involved in identifying risks and agreeing improvements.

- **Next steps:** Napo continues to push HMPPS for agreed and consistently applied minimum standards across Probation.

Wheelchair Accessibility (NEC 25 Nov 1)

What you asked: Work with the employer to map gaps in wheelchair accessibility across Probation and ensure accessibility is built into all new building procurements and renovations.

Progress Made: (In Progress)

- **Action Taken:** Napo has continued to raise accessibility as both an equality and health and safety issue, pressing the employer for a comprehensive mapping exercise and for accessibility to be embedded in the design and procurement of new and refurbished premises.
- **Next Steps:** We continue to build a clear national picture of accessibility gaps and push for evidence that accessibility is consistently built into future estates decisions.

National Executive Committee

Sickness absence data (Resolution 3)
What you asked: Demand HMPPS regularly reviews sickness absence management data and other evidence to firmly establish that management discretion in absence management processes is being encouraged and used.
Progress Made: (In Progress)

- **Action Taken:** The employer has committed to provide more comprehensive attendance-management data and analysis through the HR Sub-Committee.
- **Next Steps:** Napo will continue to scrutinise this information nationally and regionally, with a particular focus on whether managers are using discretion appropriately and whether sickness absence is being managed with the humanity, fairness and flexibility previously agreed.

Cancel OMiC (Resolution 4)
What you asked: Work towards ending OMiC and returning prison probation management to the Probation Service, protecting members through the ongoing review.
Progress Made: (In Progress)

- **Action Taken:** Napo has engaged with HMPPS and custody members following the replacement of OMiC with an interim model, providing input on a new approach and challenging issues including SPO line management, staffing and the impact on members.
- **Next Steps:** Napo will continue to engage with HMPPS over the next 12 months to help shape a custody model that works for members, with any staffing changes subject to full negotiation and consultation.

AI in Probation (Resolution 5)
What you asked: Ensure AI use in Probation is properly risk-assessed and transparent, with union involvement and safeguards protecting workers' rights, wellbeing and human oversight.
Progress Made: (In Progress)

- **Action Taken:** Napo engaged with HMPPS through the AI in Probation sub-committee, pressing for a joint agreement covering risk, job protection, clear guidance and safeguards for members using AI.
- **Next Steps:** Napo will continue to press HMPPS to agree a joint approach with the unions on the use of AI in Probation.

Protect Foreign National Staff (Resolution 6)
What you asked: Press for fair immigration protections for affected staff, including transitional or legacy status, and support foreign national colleagues through representation, campaigning and solidarity.
Progress Made: (In progress)

- **Action Taken:** Despite MoJ confirming they could not alter Home Office immigration rules, Napo escalated concerns to government and continued to raise the issue through the National JNC with GMB and UNISON, as well as through the wider trade union movement at the TUC Black Workers' Conference.
- **Next Steps:** Napo will continue campaigning for fair immigration treatment and protections for affected staff.

Replace the WMT (Resolution 7)
What you asked: Replace the WMT with a more comprehensive workload tool and publish current staffing shortfalls.
Progress Made: (In Progress)

- **Action Taken:** Napo has challenged the withdrawal of the WMT and continues to demand a replacement, while monitoring staffing figures through the Workplace Planning Sub-Committee. Concerns about increased SPO workloads have also been raised, alongside an indicative workload ballot.
- **Next Steps:** The WMT is being phased out without a replacement currently in place. Discussions on future workload measurement remain ongoing, and Napo continues to press for a robust replacement.

Ethical use of AI (Resolution 8)
What you asked: Promote ethical AI that reduces administrative burdens while protecting jobs, professional oversight and confidential data**.**
Progress Made: (In Progress)

- **Action Taken:** Napo and sister unions continue to demand a joint agreement on AI, stronger safeguards and clear guidance, including ensuring responsibility for AI-related risks sits with the organisation rather than individual members
- **Next Steps:** HMPPS remains reluctant to agree a joint approach. Napo continues to fight for AI to support—not replace—staff and professional judgement.

Negotiating - Cafcass

Cafcass Partnership Working (Resolution 9)
What you asked: Demand Cafcass respect trade unions and its own employee relations policies, recording and escalating any breaches or delays.
Progress Made: (In Progress)

- **Action Taken:** Napo has continued to challenge Cafcass where policies or partnership working have fallen short, through direct engagement with senior leaders and quarterly Partnership Meetings. This has secured faster responses, additional meetings on open cases and improved arrangements for future pay negotiations.
- **Next Steps:** Partnership working has improved, although delays still occur. Napo will continue to monitor and escalate any further breaches, with formal escalation to the Cafcass Board if required.

WMT for Cafass (NEC 25 Nov 5)
What you asked: Push for a time-and-motion study to inform workload measurement, and ensure staff can record and take accrued TOIL.
Progress Made: (Complete)

- **Action Taken:** Pushed Cafcass for a workload measurement tool and time-and-motion studies, supported by evidence from Napo's workload and TOIL survey and Cafcass' own staff survey. Cafcass has rejected these requests, while Napo continues to encourage members to record and take accrued TOIL.
- **Next Steps:** Napo continues to challenge Cafcass on workload pressures and TOIL where necessary.

Policies need to be fit for purpose (NEC 25 Nov 6)
What you asked: Ensure new Cafcass policies, guidance and tasks are consulted on and piloted, with their resource and professional impact assessed.
Progress Made: (In Progress)

- **Action Taken:** Napo has challenged changes to policies and guidance, including IRO-goodbye letters and safeguarding reports, seeking proper consultation, piloting and consideration of workload and professional autonomy. Napo is also seeking a wider agreement on how Cafcass introduces future changes.
- **Next Steps:** Discussions continue on a more consistent approach to policy and guidance changes.

Change the appeal system (Resolution 10)
What you asked: Negotiate a new appeals process for HMPPS HR policies.
Progress Made: (In progress)
Action Taken: Napo has formally asked the employer to strengthen the appeals process so that appeals are heard outside the region in which the original decision was made. Although wider HR policy reform has stalled, Napo's position remains clear: greater regional separation is necessary to improve independence, reduce the risk of bias and build confidence in appeal arrangements.
Next Steps: Continue to advance the spirit of the motion through policy consultation and negotiation.

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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.

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

Professional and Training

Toolkits no longer fit for purpose (Resolution 11)

What you asked: Demand that HMPPS consult on developing new toolkits and 1-2-1 work that are dynamic and easier to access; request better training to deliver these interventions to a high and consistent to standard.

Progress Made: (In progress)

- **Action Taken:** The old toolkits have been replaced with a new more generic system called SPARKS. Napo is involved in consultations but feel the one size fits all approach is unsuitable to assist our clients to effect significant, lasting change. Responses to this consultation have been wide ranging involving many of our members.
- **Next Steps:** We are still actively engaged in monitoring this intervention and voicing our members concerns.

PQiP and PSO Trainee Learning (Resolution 12)

What you asked: Secure a consistent national structure for PQiP and PSO trainee learning, with clear core experiences and accountability for delivery.

Progress Made: (In Progress)

- **Action Taken:** Napo has worked with the PQiP lead on the annual handbook and continued to advocate for consistent, high-quality training, while highlighting regional differences in trainees' experiences.
- **Next Steps:** Napo continues to push for consistent training standards across all regions.

Excessive Training (Resolution 13)

What you asked: Secure a more manageable and meaningful training package, reducing unnecessary repeat learning and protecting dedicated learning time.

Progress Made: (In Progress)

- **Action Taken:** Napo has raised concerns with HMPPS about training demands, including the impact on part-time staff, and called for dedicated learning time for major changes. Napo has also advocated for combining CBF and professional registration training to reduce duplication and pressure.
- **Next Steps:** HMPPS are yet to commit to dedicated learning time nationally, however, Napo continues to advocate for training that is meaningful rather than a tick-box exercise.

Adopt Sheffield Demand Management Tool (NEC 25 Nov 2)
What you asked: Endorse the Sheffield Demand Management Tool and campaign for its adoption nationally; press HMPPS to integrate such tools into workload agreements; protect staff from negative consequences when deadlines are missed due to agreed prioritisation.
Progress Made: (In progress)

- **Action Taken:** In light of the WMT being switched off in September, the issue of measuring workloads is forefront of discussions Napo is having with HMPPS.
- **Next Steps:** Napo will continue to demand the development of a DMT.

Specialist Support for Chemsex Cases (NEC 25 Nov 3)
What you asked: Campaign for specialist workers to lead on training and supporting probation workers working with chemsex cases.
Progress Made: (Completed)

- **Action Taken:** Napo has raised the need for specialist expertise through professional forums, including discussions around programmes and the SPARKS 1-2-1 intervention, while challenging HMPPS's move towards increasingly generic roles.
- **Next Steps:** Napo continues to challenge this approach and advocate for specialist expertise where needed.

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.

Equal Rights

Are we prepared for the far-right? (Resolution 17)
What you asked: Pressure our employers (Probation, Cafcass and PBNI) to implement an educational program aimed at raising awareness about the rise of the far-right movements and anti-immigrant rhetoric; this should include interactive sessions that promote critical thinking to help identify misinformation and propaganda.
Progress Made: (In progress)

- **Action Taken:** Napo has pressed the Probation employer to provide education that helps staff recognise and challenge far-right ideologies, anti-immigrant rhetoric, misinformation and extremist narratives. The employer is considering awareness work alongside an updated list of far-right organisations, including online groups, while wider Cabinet Office anti-discrimination learning packages are also being developed.
- **Next Steps:** Napo will push for continued trade union involvement in the design and delivery of this training. Further work required to secure implementation across all employers.

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:

Get us out of HMPPS (Resolution 14)
What you asked: Campaign to remove the Probation Service from HMPPS control and the wider Civil Service.
Progress Made: (In Progress)

- **Action Taken:** Napo has raised the case for greater independence for Probation with HMPPS, the media, sister unions and key stakeholders, including the Probation Institute and parliamentary groups, while contributing to work on a future model for the service.
- **Next Steps:** Napo is continuing to campaign for the Government to fulfil its manifesto commitment to review Probation governance.

Push for Review of Probation Governance (Resolution 15)
What you asked: Urgently secure the Government's promised review of Probation governance.
Progress Made: (In Progress)

- **Action Taken:** Napo has worked with sister unions, stakeholders and MPs through the Justice Unions Parliamentary Group to call for the manifesto commitment to be delivered, and will raise this with the new Justice team.
- **Next Steps:** Napo continues to seek a commitment from Ministers to commence the review.

Research a localised Probation Service (Resolution 16)
What you asked: Work with the WCCSJ Welsh Probation Development Group to explore localised models of Probation governance and publish the findings.
Progress Made: (Completed)

- **Action Taken:** Napo and WCCSJ have progressed work on potential models for a devolved Probation Service, making representations to the Welsh Government and new Minister. Napo has also requested a meeting with the Minister to discuss devolution and next steps.
- **Next Steps:** The resolution is complete, with Napo member Su McConnel being instrumental in its success and cross-party support at the Senedd providing a strong basis for continuing the work.

Palestine Action Proscription (NEC 25 Nov 4)
What you asked: Support the appeal against Palestine Action's proscription and highlight its potential impact on Probation staff.
Progress Made: (In progress)

- **Action Taken:** Napo has aligned with the TUC position on the issue and, given the Government's recent shift in its position on Palestine, will work with the TUC to campaign for Palestine Action's proscription to be overturned.
- **Next Steps:** Further campaigning to be taken forward alongside the TUC.

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:

- Not use AI generated images or sounds within Napo publications in solidarity with workers in the creative industries.
- 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

Other work undertaken as part of objective 4

- Amend the Constitution Section 14(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:

- **Unsocial Hours & Holiday Pay:** Continued negotiations following Napo's successful dispute, pressing for a fair monthly allowance and a retrospective remedy that includes Approved Premises staff as well as unpaid work staff.
- **Waking-Night In-Housing:** Supported the principle of bringing waking-night cover in-house while challenging staffing gaps, TUPE uncertainty, vetting delays and the impact of new rota arrangements. The networks pressed for individual caring responsibilities and reasonable adjustments to be properly accommodated.
- **Safe Staffing & AP Closures:** Highlighted how thin staffing levels, recruitment delays and shortfalls in transferred staff have contributed to AP closures and redeployment. Members called for clearer national processes, timely communication and fair support for staff and residents when closures occur.
- **Facilities Management:** Raised repeated concerns about slow or ineffective repairs, inappropriate contractors being sent to urgent incidents, building defects and security systems being compromised during works. Members were encouraged to record incidents through formal health-and-safety reporting routes**.**
- **Staffing Model & Workload:** Pressed for reform of the E3 staffing model, including stronger residential-worker numbers, improved administrative support and practitioner capacity. Managers highlighted sustained working beyond contracted hours and the need for proper prioritisation, TOIL/overtime arrangements and safe on-call systems.
- **AP Manager Recognition**: Following the unsuccessful job-evaluation appeal, managers continued to challenge the adequacy of the process and the failure to reflect the scope, responsibility and intensity of the role, while preparing to evidence changes and additional responsibilities for any future review.

- **Communication & Network Voice:** Called for stronger national AP communications and more regular updates from the National Approved Premises Team (NAPT) so operational staff and managers can understand changes, raise risks early and influence implementation**.**
- **Together Alliance March - 28 March 2026:** Operational-network members were encouraged to support Napo's wider mobilisation against racism, hate and far-right narratives.
- The AP Networks also continued to use their national meetings as dedicated forums for operational and manager-specific issues, with meeting time extended to allow fuller discussion of the scale of current change.

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

- **One meeting** was held last year, with a new workshop-based approach trialled to give activists practical skills for running local campaigns. The network was then paused as pay and workload ballots took priority and to avoid overloading members with meetings and campaign material**.**
- **Capacity Pressures:** Increased workloads for Napo staff and officers, particularly linked to the Sentencing Act, further limited capacity to support the network. Officers and Officials will review its format and frequency following AGM.
- **National Campaigning:** AGM motions allocated to the network required national rather than local campaigning, making it harder to involve branch activists directly. Work was instead progressed through the Justice Unions Parliamentary Group and Trade Union Co-ordination Group.

Why It Matters: Effective campaigning depends on having activists who are confident, skilled and connected to Napo's wider campaigns. While national disputes and capacity pressures have limited the Campaigning Network this year, there is a clear need to rebuild local campaigning capacity. Reviewing the network after AGM will help ensure it is focused, practical and able to support branches to turn national campaigns into local action.

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:

- **Health & Safety:** Secured the introduction of the GRA8 Health and Safety document across all Court spaces, creating a consistent framework for identifying and managing workplace risks.
- **Court Practice & Innovation:** Supported Verification Report pilots, including electronic monitoring and Unpaid Work, alongside the new PSR template and PACS tool, helping improve information quality, case management and community-based sentencing.
- **Reducing Bureaucracy:** Successfully campaigned for the removal of the national gatekeeping process, reducing duplication and giving regions greater flexibility in report allocation.
- **PSR Workloads:** Continued campaigning for realistic PSR timescales, including entering pre-dispute with the employer, keeping practitioner workload, report quality and sustainable practice firmly on the agenda.
- **Bail Information Service:** Supported the rollout of BIS across regions, securing its inclusion as a standing local JCC agenda item and clarity that BIS rotas should not be combined with additional court duties.

Why this Matters: The Network continues to focus on pushing for improvements to staffing, workloads, court estate pressures, training, digital systems and staff wellbeing, while championing safe, fair and effective working environments.

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

- **Reasonable Adjustments & Escalation:** Members continued to highlight delays, inconsistent decisions and the additional stress caused when disabled staff have to repeatedly justify their needs. The network pressed the employer to establish the promised escalation route where reasonable adjustments have been refused, removed or delayed.
- **Invisible Disabilities:** Members shared experiences of non-visible disabilities being misunderstood or minimised. The network identified a need for stronger awareness and meaningful training, with disabled staff involved in shaping the content.
- **Attendance Management & Disability Leave:** The network raised concerns about disability-related absence being treated too mechanically against trigger points, rather than managers properly considering disability, patterns of absence, reasonable adjustments and discretion.
- **IRRIS Scrutiny:** The network welcomed the move towards greater independence for bullying, harassment and discrimination cases, while raising concerns about impartiality, timeliness, regional handling of cases and the need to build confidence in the process.
- **Workplace Safety & Occupational Health:** Members highlighted the need for disability to be properly considered in workplace security and equality impact assessments. Concerns were also raised about occupational health referrals containing pre-set restrictions before an individual assessment had taken place.
- **Equality Training & Peer Support:** The network promoted Napo's programme of face-to-face equality courses and continued to provide a forum where disabled members can share experiences, learn from one another and identify issues requiring national action.

- **TUC Disabled Workers' Conference 2026:** Napo was represented by two first-time delegates. The conference considered disability benefits and welfare reform, Access to Work, the Disability Confident scheme, accessibility, invisible disabilities and statutory disability leave. Delegates reported that the event strengthened links with the wider trade union disability movement and demonstrated the value of collective campaigning.
- **Together Alliance March - 28 March 2026:** Network members were encouraged to support Napo's wider mobilisation against racism and discrimination.

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:** developed the work arising from Napo's member survey, published findings in Napo News, invited members to join a working group and pressed the employer to undertake further research, involve the HMPPS Neurodiversity Lead and establish a national working group with trade union representation.
- **Equality Training:** secured a budget for bespoke Napo equality training and worked with a Tutor to develop face-to-face courses covering general equalities, neurodiversity, LGBT+, disability and race equality. The first general equalities course was fully subscribed.
- **Equality Reps:** prepared for statutory facility time for equality reps by planning to bring existing EROs and AROs together, identify branch gaps, encourage new equality reps and establish ongoing support.
- **AGM Participation:** analysed speaker data from AGM 2025, identifying increased first-time speakers but under-representation of women, minority ethnic members, disabled members and Cafcass members, and agreed targeted work through the Napo Black Network.
- **Employer Accountability:** continued to press for implementation of the Rademaker review recommendations, including progress on reasonable adjustments, grievance arrangements and regional scrutiny through JCC, PDU and workplace meetings.
- **Equality Networks:** supported activity across the Disability, LGBT+ and Napo Black Members' Networks, including participation surveys, links with RISE and DAWN, and challenges to the removal of the race flag from OASys.

- **TUC Equality Conferences:** Napo put forward two delegates each for the Women's, Young Workers', Disabled Workers' and Black Workers' Conferences. No delegate had come forward for the LGBT Conference.
- **Napo Equality Training:** one-day, face-to-face equality courses were arranged in central London, beginning with a fully subscribed General Equalities course in April 2026. Further specialist courses and online regional training for reps have also been developed.
- **Together Alliance March:** the January ERC meeting agreed to promote the March 2026 trade union mobilisation against the far right to 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

- **Committee Activity:** The Family Court Committee contributed through four Section Executive Committee meetings, ensuring key member and professional issues remained on the agenda.
- **Workload & TOIL:** Used the Cafcass Workload & TOIL Survey to raise concerns around workload pressures, office attendance, 12-weekly visits to children and workload measurement.
- **Professional Practice:** Raised concerns over combining IRO and goodbye letters to children, alongside changes to private law work-to-first-hearing workloads.
- **Child-Focused Courts:** Continued engagement with Cafcass on the rollout and impact of the Child Focused Courts pilot.

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

- **Regular Engagement:** Monthly Health & Safety meetings held throughout 2025/26, alongside participation in JUPA meetings.
- **Workplace Safety:** Focused on violence and aggression, safe working practices, fire safety, safety pilots, GRA reviews, safety inductions and lessons from Preston, including improvements to workplace security.
- **Health & Safety Rights:** Supported reps to use health and safety legislation effectively, including training, stress risk assessments, reasonable adjustments and protections for neurodivergent staff.
- **Workplace Environment:** Addressed asbestos, temperature, building maintenance and climate-related risks, alongside environmental and workplace safety concerns.
- **Workload & Wellbeing:** Supported workload campaigns and addressed work-related stress, ensuring health and safety considerations remained central to wider workload issues.
- **Reporting & Accountability:** Promoted effective use of Sphera for incident reporting and recording, while progressing work on a Health & Safety Charter and the Rademaker report.
- **Worker Protection:** Raised concerns around far-right activity and worker protections, alongside safe-inside procedures to ensure staff working in prisons and probation are properly supported.

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

- **Network Development & Engagement:** member survey to understand barriers to attendance, with workload identified as the main obstacle. Members supported more guest speakers and new ways of communicating to strengthen participation and visibility.
- **Teams Community:** The network agreed a moderated Teams channel to communicate between formal meetings.
- **Trans Inclusion & Awareness:** prioritised support for trans members, monitor employer and wider policy developments around safeguards, respectful language, correct pronoun use and stronger awareness training.
- **Specialist LGBT+ Support:** Members raised concerns about the loss or reduction of specialist services and discussed how Napo can press employers to maintain meaningful LGBT+ provision rather than relying on broad statements of inclusion.
- **Equality Training:** promoted Napo's face-to-face LGBT+ Equality Training
- **LGBT+ History Month 2026:** marked through member comms and discussion of collective action, visibility and the continuing importance of LGBT+ equality.
- **TUC LGBT+ Conference, Brighton - 25-26 June 2026:** Two Napo delegate places were promoted to members,
- **Pride Month & Local Pride:** Members were encouraged to support Pride activity, with a focus on branches engaging with local Pride events
- **Together Alliance March - 28 March 2026:** Members were encouraged to join Napo's mobilisation against hate and discrimination.

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 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.
- **Pay Campaign Involvement:** Scheduled further dedicated managers' meeting as part of Napo's wider pay and workloads 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:

- **Workplace Racism & Member Voice:** Members shared concerns about racism, unequal treatment and confidence in workplace processes. The network continued to provide a space for members to raise issues collectively and identify where stronger union action is needed.
- **IRRIS Scrutiny:** The network reviewed the new Independent Review Resolution and Investigation Service and welcomed greater independence in bullying, harassment and discrimination cases, while raising concerns about staffing, probation experience, timeliness and the need for genuinely impartial investigations.
- **RISE Collaboration:** The network strengthened links with the HMPPS RISE staff network, hearing about work on safe spaces, cultural awareness, member engagement, support routes and improved data collection. Discussion focused on how Napo and RISE can share intelligence and identify workplace hotspots without duplicating activity.
- **Training & Activism:** Members were encouraged to take part in Napo's equality training programme, including race equality training, and to become more active within branches and Napo's democratic structures and to attend Napo AGM.
- **Together Alliance March, London - 28 March 2026:** The network supported Napo's mobilisation for the anti-racism demonstration, encouraging members to attend, organise through branches and show visible solidarity against hate and discrimination.
- **Napo Equality Training:** Network members were encouraged to attend the face-to-face equality programme, including the Race Equality course scheduled for 29 October 2026.

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:

September 2025

- Proposal to adopt HMRC allowable mileage rate for reps was agreed.
- Motions to TUC Congress formally accepted.

November 2025

- Operational Plan for 2026 accepted by NEC.
- The Budget for 2026 accepted by NEC.
- Siobhan Foreman was elected as Acting Vice Chair (Probation) to fill the vacancy created by Duljit Gill's election as Vice Chair Finance.
- Election to NEC committees, NEC Panels and Edridge Trustees ratified.
- 6 motions not heard at AGM were passed by the NEC and are reported on in the motion's section.

March 2026

- Constitutional Amendment re Napo's Standing Orders was agreed to be proposed by NEC at AGM.
- A recommendation to review Napo's rules in respect of balloting was accepted by NEC.
- Financial guidance re the implementation of changing Napo's mileage rates for all members was accepted by the NEC.
- Napo's TUC equalities conference nominees were noted by the NEC having previously been agreed by the Officers.

June 2026

- NEC Authorised contracts to be signed for Zentso to provide Napo's new database.
- Ian Lawrence and Ben Cockburn were ratified as Napo's representatives at TUC Congress.
- Ian Lawrence was nominated to be a member of the TUC General Council.
- Constitutional Amendment to prepare Napo for the legislative changes related to balloting members was agreed, to be proposed by NEC at AGM.
- A motion of No Confidence in HMPPS as an employer was unanimously passed by the NEC.

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:

- **Committee Activity:** The Cafcass Negotiating Committee contributed through four Section Executive Committee meetings, keeping key workload, policy and professional issues under review.
- **Workload & TOIL:** Used Napo's Workload & TOIL Survey to press for urgent time-and-motion studies, a review of the TOIL policy, transparent TOIL recording and the introduction of a workload measurement tool.
- **Safe Staffing:** Called for significant additional Ministry of Justice funding to reduce workloads to safe and sustainable levels.
- **Policy & Practice:** Engaged Cafcass on changes to the Engaging With and Seeing Children Policy and private law Work to First Hearing workloads.
- **Climate Change:** Brought Napo's Climate Change is a Workplace Issue – Lives Before Targets statement to Cafcass, opening discussions on implementing its demands.

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:

- **17 December 2025:** Updated on lack of Pay Offer and considered next steps.
- **14 January 2026:** Information shared and discussed future pay talks.
- **22 January 2026:** 4% pay offer from employer on all pay points and allowances received. PNC agreed to put this offer to members and to recommend rejection.
- **27 February 2026:** Informed of members rejection of offer. Discussed next steps: lodging a fresh trade dispute, submitting a counter-offer (subsequently rejected by the then Deputy Prime Minister) identifying a timetable towards industrial action and authority given to negotiators to engage in further talks if there is a clear signal of an improved pay offer.
- **11, 12, 13, 16, 17 and 20 March 2026:** met to consider an improved pay offer and associated conditions resulting in a 6% pay offer strongly accepted by members.
- **23 April 2026:** Considered 2026/27 pay claim workloads campaign.
- **4 June 2026:** Agreed next steps in workloads dispute and progressed joint union claim**.**
- **24 June 2026:** Updated on full pay claim, Civil Service Pay Remit, CBF, and potential pay reforms. Agreed to move on indicative ballot on workloads.
- **10 August 2026:** Considered workloads indicative ballot results in which 90% of members who voted indicated preparedness to take formal action. Next steps agreed.

Why this 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:

- **Pay, Workloads and Industrial Action:** Napo put the reality of low pay, unsustainable workloads and dangerous staffing levels firmly into the national spotlight, including coverage of our pay ballots and the 90%+ indicative vote for industrial action.
- **Public Safety and Probation:** Napo was a prominent voice on early release, fixed-term recall, sentencing reform and tagging, warning that piling more work onto an overstretched Probation Service puts rehabilitation and public safety at risk.
- **Staff Safety:** Following serious assaults on probation staff, Napo helped drive coverage of violence at work, security and safer probation offices.
- **Family Courts:** Napo continued to raise Cafcass pay, workloads, staffing and retention, ensuring the pressures facing family court professionals remained part of the wider family justice debate.

Aligned Coverage

- Our campaigning messages were reinforced by a much wider media focus on:
- Probation staffing shortages, record workloads and burnout, echoing Napo's evidence from members.
- Prison overcrowding and early release, highlighting the additional pressure being transferred into probation.
- Sentencing reform, recall and tagging, reflecting Napo's warnings about capacity and public protection.
- Assaults on probation staff and workplace safety, supporting our campaign for safer workplaces.
- Pay, recruitment and retention, reinforcing our argument that probation cannot attract and keep skilled professionals without fair pay.

Media Footprint

- **National print & online:** 45–55 stories, including The Guardian, BBC, ITV, Channel 4, The Independent, The Times, The Telegraph, The Sun, LBC and major syndicated platforms.
- **Broadcast:** 20–25 appearances/stories across BBC, BBC Radio 4, ITV, Channel 4, Sky News, LBC and regional broadcasters.
- **Regional/local:** 25+ stories, including regional BBC and local media picking up national and PA coverage.
- **Specialist/sector:** 15–20 stories across Inside Time, Civil Service World, Community Care and criminal justice/professional publications.

- **Blogs/online magazines:** 10+ stories, extending Napo's reach into campaigning and professional audiences.
- **Syndicated coverage:** Napo stories were repeatedly amplified through Yahoo, MSN, AOL, PA and regional titles, multiplying the reach of individual stories.

Why It Matters: From pay and workloads to early release, sentencing, public safety and staff safety, Napo was consistently putting the frontline voice of probation into the national debate and in many cases was the only organisation speaking directly for probation staff.

Scan the QR code to see some of Napo's press coverage or visit https://www.napo.org.uk/napo-press

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 2025-26 the Journal continued to grow its reach both nationally and internationally, and has improved its standings in journal rankings.

Action & Impact:

- **Editorial Board:** We continue to have a hard-working, dedicated and diverse board that comprises practitioners, academics and people with lived experience of probation supervision.
- **Departures:** This year we bade farewell to Rachel Reed, a former probation practitioner and co-opted member, who had been on the board for just over three years. We thank Rachel for her work on the Journal and wish her all the best for the future.
- **New members:** Caroline Falgate joined the Board at our April editorial meeting. Caroline is Directorate Lead Psychologist in the Psychology Services Group in HMPPS and brings a wealth of knowledge that will serve the Journal well. One elected practitioner vacancy remains open for interested Napo members.

Reach & Impact:

- **Usage**: 134,317 full-text downloads in 2025; 66,586 up to June 2026. These numbers are very similar to the previous year.
- **Impact factor:** The Journal's impact factor has increased to 2.0 (from 1.2 in 2025) and the Journal is now ranked 27th out of 113 penology and criminology journals internationally.
- The Impact Factor is a measure of how often articles in the Journal are cited by articles in other journals. Other measures such as CiteScore are also improving. Probation Journal's CiteScore of 4.0 puts it at 139th out of 1162 law journals.
- **Most-read articles in 2026 so far include:** The deeper context of coercive control; Probation and the ethics of care and the 2025 Best Paper Prize by Professor Anita Gibbs entitled: 'It's my brain why don't they get that my brain is different?': The needs of neurodivergent probation service users and what neuro-informed best practice for criminal justice social workers looks like'
- **Social media attention:** High Altmetric scores for articles on: young people, peer-to-peer grooming and sexual offending; After a serious further offence: The experiences of practitioners; A necessary but painful journey: Experiences of unification in a probation service region; and 'Our people could more accurately be described as social workers': Professional identity, practice standards and regulation in Irish probation.

- **Social media attention:** High Altmetric scores for articles on: young people, peer-to-peer grooming and sexual offending; After a serious further offence: The experiences of practitioners; A necessary but painful journey: Experiences of unification in a probation service region; and 'Our people could more accurately be described as social workers': Professional identity, practice standards and regulation in Irish probation.
- **Content & Special Issues:** 83 original submissions were received in 2025 (up from 59 in 2024). In 2026, 65 submissions have been received to date, up from 49 in the same period in 2025.

Special issues:

- **December 2025:** Probation and social work: 'Every social worker is a criminal justice social worker'
- **September 2026:** Modern Slavery and Human Trafficking: Key Issues for Probation Policy and Practice
- **Planned special issues**: In 2027 we will publish two special issues focusing on women and girls in the criminal justice system to mark 20 years since the publication of Corston's landmark review.
- Practitioner engagement continues through practitioner reflections, and a dedicated Teams Channel run by Board members in HMPPS. If you would like to request to join, the Channel is called: Probation Practitioner Research and Writing.

Why this Matters: The most read articles this year share a theme: what probation is for, and who probation workers are. What's more, questions of professional identity, regulation and recognition run through the most-cited and most-discussed work in the Journal. Probation Journal therefore sustains a professional self-understanding at a moment when probation itself is contested because it documents what practitioners actually do, values their judgement, and demonstrates that probation is skilled relational work all of which supports the wider work of Napo and probation practitioners across England and Wales.

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:

- **Professional Engagement:** Rather than a standalone network, professional issues were led through employer forums by Ben Cockburn, Charron Culnane and Tania Bassett, reflecting the cross-cutting nature of professional and training issues across probation.
- **Sentencing Act:** The Sentencing Act and its associated reforms dominated professional engagement, with Napo responding to a significant volume of consultation papers and challenging the impact on members and workloads.
- **Workforce & Development:** Monthly Workforce Sub-Committee meetings covered professional registration, recruitment and retention, and learning and development, including the live consultation on external oversight of the professional register.
- **Capacity & Workload:** Weekly or more frequent meetings addressed immediate workload pressures, with sustained focus on the impact of Sentencing Act reforms and associated policy and digital changes.
- **Digital & Operational Change:** Engagement covered a wide range of new and changing systems and processes, including ARNS, OMiC, AI tools, SPARKS, supervision and progression models, electronic monitoring, Unpaid Work and programmes platforms, PACS, actuarial tools, accommodation services and home visits.
- **Member Impact:** Napo secured improvements to proposals through consultation and continued to put members and the impact of change at the centre of discussions, while challenging the additional pressure reforms will place on an already overstretched workforce.

Why It Matters: When workload pressures spiral 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 a motion entitled "You can't punish someone back to health" which was composited with a motion submitted by London Branch and was carried. Organised a social gathering in Eastbourne. Discussed and agreed to submit a motion to 2026 AGM entitled "Support full decriminalisation of sex work" with a presentation by the Sex Workers' Union at the April meeting. Jeremy Cameron's Bookstall – the 'founder' of the RMN – asked for donations for his remaining books we have in stock with proceeds to go to Parkinsons UK and raised £41.
- **Climate Change Campaign:** ongoing work to be done with members in employment to progress the resolution from 2024 'Probation Practice and Climate Change', offering presentations to branches and feeding into national professional policy work.
- **Member Support & Connection:** Continued with WhatsApp and Signal groups to share news, petitions, and keep in touch between meetings.
- **Solidarity with members in employment around assaults at work:** RMN sent messages of support to members affected by the assaults in Preston and Oxford via respective branches.

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:

Membership

- **Departures:** Tony Mercer (Conference Secretary) retired from the Committee on completion of his current term in December 2025. He made a considerable contribution to the Committee and smoothly navigated the Committee through some significant changes to our working practices at AGM.
- **Arrivals:** Deb Borgan and Joanne Perkins joined the Committee in 2025 and 2026 respectively.
- **Members:** There are currently five members in post, all from Probation Branches.

AGM 2025:

- **The Hall** was largely self-contained with the stalls situated within it and other facilities nearby.
- **The Steering Room** was not fully accessible to members due to its location behind the stage. All 'duty' business took place at the Steering table in the hall. Members and others visited to seek advice on motions, emergency motions and procedures and some members, participating remotely, contacted us by email.
- **Stewarding** was undertaken by volunteers from the local Branch. Thanks to the Co-Chief Stewards and Stewards for their hard work.

Motions and Outcomes

- **27 motions** were listed for debate (down five from 2024) with 1 constitutional amendment and one amendment to a motion.
- **1 composite motion** reducing motions for debate to 26; 1 motion was withdrawn AGM.
- **Debated:** 17 motions, the composite motion, the constitutional amendment and 1 emergency motion.
- **Results:** 19 carried, 2 lost. 7 not reached. The amendment and the emergency motion carried.

How time was spent at AGM

Using our running record, session time in 2025 was allocated as follows:

- **Formal business:** 86 minutes (81 minutes in 2024)
- **Motions and voting:** 208 minutes
- **Emergency motion:** 7 minutes.
- **General Business:** 53 minutes.
- **Speakers to conference:** 37 minutes
- **No business during quorate time:** 41 minutes (59 minutes in 2024)

- **Inquorate time: breakdown by day**
- **Thursday, session 1:** 9 minutes
- **Friday, session 1:** 44 minutes
- **Friday, session 3:** 11 minutes
- **Saturday:** both sessions were lost to inquoracy-180 minutes

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. Issued monthly recruitment data to branches and early-intervention retention reports to reduce lapses.
- **Activist Development:** Trained well over 50 new reps mainly through bespoke Napo 3-day online Reps' courses as well as GFTU/TUC programmes, thus strengthening workplace representation. Also started delivering our bespoke 3-day online Health & Safety training with two courses run and another planned for September. Continued surgery style' meetings for Reps. These meetings focus on various crucial points in policies, such as attendance management policy, supporting neurodivergent members, supporting members with grievances and members being taken through misconduct proceedings. They are a support network for reps to be able to discuss issues encountered when supporting members in any formal procedures (not to discuss individual cases).
- **Recruitment Incentives:** We've been running ongoing recruitment campaigns as part of the pay ballot campaigns and current Workloads campaign.
- **Branch Resources:** Produced a Guide to organising around issues and raising potential disputes.
- **Campaigning:** Ongoing joint trade union 'Operation Protect' workload campaigning but also in light of our particular dispute developed the 'Keep Probation Safe' campaign.
- **Member Engagement:** Continued and stepped up the frequency of now delivering a range of monthly financial webinars with Quilter. Also started planning reintroducing a range of professional webinars together with the Probation Journal to highlight we are also a professional association and what membership can offer you extra towards your professional interest and development.

- **Constitutional Reviews:** Tidying up our Constitution and bringing it in line with trade union legislation to allow for hybrid ways of formal industrial action balloting.
- **AGM Delivery:** Organised AGM 2025 in Eastbourne, with AGM 2026 planning well underway for Newcastle and future venues **booked:** 2027 will be a welcome return to Cardiff in Wales, and then a return again to Eastbourne in 2028.

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:

- **Wales Learning Fund:** Continued promoting learning and training opportunities for probation staff across Wales through the Welsh Government-funded WULF project, in partnership with Wales TUC, POA and FDA.
- **Successful Year One:** Completed the first year of the three-year contract, achieving all learner and financial targets.
- **Member Development:** 90 courses were accessed through WULF funding, with 57 staff gaining accredited qualifications.
- **Looking Ahead:** Now in Year Two, with early indications positive for the project continuing into a third year from April 2027, despite the change in Senedd Government.

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:** Followed up from our AGM professional session on our work raising awareness around this through articles and news stories and a professional webinar for White Ribbon Day in November 2025 with Professor Kieran McCartan.
- **Workplace Sexual Harassment:** As part of 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. We issued a workplace survey and will discuss findings more.
- **Women's Health:** Continued with our plans for a "Women's Health Journey through Work" project, addressing key health issues from menstruation, pregnancy (including a planned maternity survey) to menopause and cancers affecting women, with the aim of improving understanding of these issues for members and reps and increase workplace support.

We held a survey around 'Breastfeeding and expressing milk at work' to inform the employer. We are looking to do a re-run of the 2016 Menopause survey to update our guidance.

- **Professional Support:** Explored ways to help members identify and challenge harmful behaviours at work and support those affected by abuse.
- **Leadership Development:** Continued to promote 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:

- **Leadership Development:** Encouraged and supported young members to attend the GFTU Young Members' Development Weekends
- **Regular Network Meetings:** Despite some low attendance, several virtual meetings were held including to look at submitting motions to AGM.
- **Extra Support:** A YMN WhatsApp Group has been set up for extra support in between Network meetings.

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.

Edridge Annual Report

Edridge Fund of Napo

ACCOUNTS & ANNUAL REPORT

for the year ended 31 December 2025

(Abbreviated Version)

Administrative Details

Full name:	The Edridge Fund of Napo the Trade Union and Professional Association for Family Court and Probation Staff
Reg Charity No:	803493
Registered Office:	Boat Race House, 65 Mortlake High Street, London, SW14 8HL
Bankers:	Unity Trust 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 2025. 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 Branch) Appointed November 2019 – Chair of Trustees
Carolyn Mack (East Midlands) Appointed September 2016, re-elected 2021 – Vice Chair
Ian Hankinson (Mercia Branch) Appointed March 2018, re-elected March 2023
Kevin Ling (Essex Branch) Appointed January 2024
Andrew Dellar (East Coast Branch) Appointed November 2024, resigned November 2025
Christine Munn (South SouthWestern Branch) Appointed November 2024

Alan Goode was re-appointed as Chair in March 2025.
Carolyn Mack was appointed as Vice Chair in March 2025.

Staff

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

Edridge Fund of Napo

Introduction

This is an abbreviated version of the Edridge Fund Annual Report. The Accounts presented within the Report 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 2026.

Applications for Assistance

The total number of applications in 2025 was 112, which is a decrease on the number received in 2024 (129). The total amount paid in grants during 2025 decreased by 17% compared with 2024.

Grants were paid in respect of 58 of the applications. 54 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 2025 that were successful was 52%, compared with 2024 when the percentage of successful applications was 53% of the total. The percentage of refused applications in 2025 was 48%, an small increase compared to 2024 when it was 47%.

The average grant paid was £381, which is a slight decrease on 2024 where the average grant was £386. The amounts granted ranged from £150 to £500. The Trustees continue to attempt to make grants that match the immediate needs of the applicant.

There were more applications from Napo members than from non-Napo members. In 2025 the overall amount paid to Napo members was more 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 a based on successful applications, but we confirm that the same analysis has been completed on the applications refused. The Diversity figures are based on 109 forms as a number were not completed. In 7% of these forms, the ethnicity section was blank.

Analysis of Successful Applications

Union Membership	Napo	None	Other Union	Total Paid	
2025	53%	43%	4%		
Amount Paid	£11,710	£9,585	£800	£22,095	
2024	*40%*	*57%*	*3%*		
Amount Paid	*£10,670*	*£15,260*	*£700*	*£26,630*	

Ethnic Background	White	Black	Mixed	Asian	Other
2025	68%	16%	4%	5%	0%
Gender	Male	Female	Transgender		
2025	18%	82%	0%		
Sexual Orientation	Bi-sexual	Gay/ Lesbian	Heterosexual	Prefer not to answer	
2025	5%	6%	84%	5%	
Disability	Yes	No		Prefer not to answer	
2025	56%	42%		2%	

Governance

During 2025, 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 2025 the majority of the income of the Edridge Fund was, once again, provided by donations from Napo and from CSIS (Civil Service Insurance Society). 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, but once again with a small reduction on the previous year. However, as a result of some members donating all or a proportion of their winnings back to the Fund, the net benefit was more than 50% of the income received. Aside from this, regular donations continue to decline, which has been the case throughout the charity sector in recent years.

Fundraising through Branches and the Family Court Section decreased in comparison to 2024. However, the importance of an 'in person' Napo AGM to Edridge was confirmed once more, in terms of fundraising through the Edridge stall. £581 was raised through donations, 50/50 Club sign-ups, sales of merchandise and the bucket collection.

Administration and Expenditure

Expenditure on administration is tightly managed but increased in 2025 due to IT upgrades and the purchase of a new laptop necessitated by the introduction of Microsoft Windows 11. These costs are within office costs and equipment purchase 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 and stationery costs. Payment of invoices, grants and 50/50 prizes are mainly by bank transfer (BACS). Governance costs, which usually cover Trustee and staff travel expenses and meeting costs, also included the cost of an in-person training event for new Trustees. Meetings of the Trustees involved 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, having recovered from the 2022 market turmoil, continued to grow during 2025.

DECLARATION

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

Signed: Alan Goode – Chair of Trustees
31st July 2026

CHAIR'S REPORT

I am pleased to be able to present this report on the work of the Edridge Fund during 2025 and in so doing 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 the fund to respond to those in need of assistance throughout the year.

The great majority of applications for assistance come from current staff of the Probation Service with only a handful of applications from people who are eligible for other reasons. Essentially to be eligible 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 and a reduction in the total amount of money given out. 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 £16,000 and £10,000 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.

If we are to sustain the work of the fund in supporting those colleagues who fall into financial distress we do need to find ways to increase sources of donations to the fund, whether that be by way of monies donated by individuals or raised through local fundraising activities and I would ask all at the conference to take that message back to local areas.

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 call at the Edridge stall and share information about local representatives, or alternate contacts so that we might ensure we are working with an updated and accurate list.

Alan Goode – Chair of Trustees
31st July 2026

Edridge Fund of Napo

STATEMENT OF FINANCIAL ACTIVITIES (incorporating an Income and Expenditure Account)
FOR THE YEAR ENDED 31 DECEMBER 2025

	Notes	2025	2024
INCOMING RESOURCES FROM GENERATED FUNDS			
Voluntary Income			
Regular Donations and Gifts	9	2,483	3,835
Grant from Napo		12,436	11,435
Bequests		193	18,042
Corporate Charity Donation	11	10,000	10,000
TUUT Grant - *restricted funds*	7	Nil	Nil
Sundry receipt	8	550	Nil
Activities for generating funds			
Fund Raising (including 50/50 Club subscriptions)	6	3,176	3,597
Sale of merchandise		140	103
Investment & Interest Income			
Investment Income	10	Nil	Nil
Bank Interest		1,572	2,020
Incoming Resources from Charitable Activities			
Contributions from members, branches, and others		1,146	1,910
Total Incoming Resources		31,696	50,942
RESOURCES EXPENDED			
Costs of Generating Funds			
Promotional / Fund Raising activities		216	256
Investment Management Fees	10	Nil	Nil
Website Expenses		504	504
50/50 Club Prizes		788	945
Purchase of Merchandise		Nil	Nil
subtotal		1,508	1,705
Net Resources available for Charitable Application		30,188	49,237
Costs of Charitable Activities			
Grants paid		22,095	26,630
Management & delivery of the charity's purpose	2	16,104	14,964
Governance Costs	4	1,240	729
Sundry payment	8	550	Nil
Total Resources expended		41,497	44,028
Net Operating Surplus/(Deficit) for the Year Before Gross transfers		-9,801	6,914
Gross Transfers between Funds		Nil	Nil
Net Incoming Resources before Gains & Losses		-9,801	6,914
Other Recognised gains (losses)			
Realised gains/(losses) on investments			
Unrealised gains/(losses) on investments		15,953	9,774
Net Movements in Funds		6,152	16,688

Total funds brought forward	292,523	275,835
Total Funds Carried Forward	298,675	292,523

BALANCE SHEET

As at 31st December 2025

	Notes	£	2025 £	£	2024 £
FIXED ASSETS					
Tangible Assets	3		Nil		Nil
Investments	10		225,693		209,740
CURRENT ASSETS					
Debtors		Nil		71	
Cash at Bank and in Hand		74,496		85,216	
		74,496		85,287	
Creditors					
Amounts falling due within one year					
Accruals	5	-1,514		-2,504	
Net Current Assets			300,189		295,027
Total Assets less Current Liabilities			298,675		292,523
Net Assets			298,675		292,523
Charity Funds					
Unrestricted Funds			296,764		290,612
Restricted Funds	7		1,911		1,911
Total Funds available to the Fund			298,675		292,523

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

Alan Goode

Chair of the Trustees, 27th April 2026

The notes on the following two pages form part of these accounts

Notes forming part of the Accounts

FOR THE YEAR ENDED 31 DECEMBER 2025

1. ACCOUNTING POLICIES

Our Accounting policies remain as reported in previous years.

2. MANAGEMENT AND DELIVERY OF THE CHARITIES PURPOSE

	Notes	2025 £	2024 £
Staff Salaries		12,624	11,994
Office Services including rent		720	704
Office Costs, postage, computer running costs etc		1,100	1,155
Insurance		932	932
Depreciation on fixed assets	3	Nil	Nil
Equipment Purchase		584	30
Bank charges		144	149
		16,104	14,964

3. TANGIBLE ASSETS

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

4. GOVERNANCE COSTS

	2025 £	2024 £
Staff & Trustees' expenses	937	591
Meeting Expenses (zoom & room fee)	144	138
Audit and accountancy	Nil	Nil
Napo Conference expenses	Nil	Nil
Trustees Training (room fee)	160	Nil
	1,240	729

5. CREDITORS

	£
Wages payment for December 2025	1,067
Web charges Quarter 4 2025	126
50 50 prize Jan, Sept, Oct, Dec 2025	295
Corporate Credit Card Dec 25	26
	1,514

6. FUND RAISING INCOME

	£
Fund Raising and Sponsored events	1,327
50/50 Club Subscriptions *	1,849
	3,176

*The net benefits to the Fund from the 50/50 Club is £1,061 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. SUNDRY The figure of £550 was paid to the Current Account of the Edridge Fund in error and was refunded as soon as the error was notified.

9. GIFT AID TAX REFUND CLAIMS

No claim was submitted in 2025.

10. INVESTMENTS

In March 2020 the Trustees appointed Aberdeen Investments as their Investment Managers. Valuation is market value, certified by our investment managers at 31/12/25. Income received from the underlying investments is retained within the Fund and transferred to capital. The increase in value of the portfolio during 2025 reflects the increase in market value.

11. VOLUNTARY INCOME – SPECIAL ITEMS

	£
CSIS Charity Fund	10,000

See main report – Financial Review – Donations & Fund Raising

Napo Report & Accounts

NAPO

Report and Accounts

31 December 2025

The Officers present their report and accounts for the year ended 31 December 2025.

Officers

The following persons served as officers during the year:

B Cockburn	
C Doherty	resigned October 2025
D Gill	
S Foreman	elected October 2025
A Harmsworth	
S Hornby	resigned March 2025
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 29 May 2026 and signed on its behalf.



D Gill
Vice Chair

Independent auditor's report to the members of NAPO

Opinion

We have audited the accounts of NAPO for the year ended 31 December 2025 which comprise the Income and Expenditure Account, the Balance Sheet, the Statement of Movement in Funds and notes to the accounts, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 'The Financial Reporting Standard applicable in the UK and the Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

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

In our opinion the accounts:

- give a true and fair view of the state of the union's affairs as at 31 December 2025 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.

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
29 May 2026

21 New Walk
Leicester
LE1 6TE

NAPO
Income and Expenditure Account
for the year ended 31 December 2025

	Notes	2025 £	2024 £
Income from Subscriptions		1,475,848	1,338,205
Other Income	3	16,654	38,890
TUC Projects		57,470	57,043
		1,549,972	1,434,138
Staff costs		(767,841)	(779,104)
Staff recruitment, training and expenses		(13,370)	(13,154)
TUC Projects		(57,470)	(57,043)
Accommodation costs		(19,611)	(18,677)
Operating costs		(194,539)	(89,601)
Committee, conference & affiliation costs		(188,625)	(140,635)
Financial & legal costs		(26,020)	(88,099)
Branch expenditure		(29,530)	(24,155)
Surplus before taxation		252,966	223,670
Tax on investment income		(2,711)	(6,823)
Surplus for the financial year		250,255	216,847

NAPO

Balance Sheet
as at 31 December 2025

	Notes		2025 £		2024 £
Fixed assets					
Tangible assets	5		703,540		720,131
Current assets					
Debtors	6	39,234		52,436	
Cash at bank and in hand					
Branches		47,871		26,219	
WULF Project Bank Account		24,180		22,058	
Head Office		1,194,018		1,072,964	
		1,305,303		1,173,677	
Creditors: amounts falling due within one year	7	(161,810)		(166,199)	
Net current assets			1,143,493		1,007,478
Net assets			1,847,033		1,727,609
Reserves					
Office Relocation Reserve			250,000		250,000
Special Aid Fund			(380,709)		(350,243)
Action Fund			55,530		55,530
NAPO Organising Fund			65,994		65,994
Branch Support Fund			4,157		4,157
General Fund			1,852,061		1,702,171
			1,847,033		1,727,609

T. I. Lawrence

I Lawrence
General Secretary

D Gill
Vice Chair

Dated: 29 May 2026

NAPO
Movement of Funds Summary
for the year ended 31 December 2025

	General Fund	Office Relocation reserve	Legal & Represent-ation Fund	Action Fund	NAPO Organising Fund	Branch Support Fund	Total
	£	£	£	£	£	£	£
Income	1,549,972	-	-	-	-	-	1,549,972
Expenditure	(1,297,006)	-	(130,831)	-	-	-	(1,427,837)
Surplus/(deficit) for the year	252,966	-	(130,831)	-	-	-	122,135
Taxation	(2,711)	-	-	-	-	-	(2,711)
Net surplus/(deficit)	250,255	-	(130,831)	-	-	-	119,424
Transfer between funds	(100,365)	-	100,365	-	-	-	-
Net incoming resources	149,890	-	(30,466)	-	-	-	119,424
At 1 January 2025	1,702,171	250,000	(350,243)	55,530	65,994	4,157	1,727,609
At 31 December 2025	1,852,061	250,000	(380,709)	55,530	65,994	4,157	1,847,033

NAPO
Notes to the Accounts
for the year ended 31 December 2025

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:	29 May 2026

3 Other Income

	2025 £	2024 £
Interest receivable	14,267	35,911
Other income	2,387	2,979
	16,654	38,890

4 Staff Costs

	2025 £	2024 £
Wages and salaries	631,773	626,243
Social Security costs	55,878	60,379
Other Pension costs	80,190	92,482
	767,841	779,104

General Secretary

	2025 £	2024 £
Wages and salaries	106,129	103,921
Social Security costs	-	-
Other Pension costs	18,812	16,292
	124,941	120,213

5 Tangible fixed assets

	Freehold land and buildings £	Computer equipment & software £	Total £
Cost			
At 1 January 2025	770,423	27,985	798,408
Additions	-	-	-
At 31 December 2025	770,423	27,985	798,408
Depreciation			
At 1 January 2025	59,809	18,468	78,277
Charge for the year	14,212	2,379	16,591
At 31 December 2025	74,021	20,847	94,868
Net book value			
At 1 January 2025	710,614	9,517	720,131
At 31 December 2025	696,402	7,138	703,540

6 Debtors

	2025 £	2024 £
Prepayments	20,895	38,115
Other debtors	18,339	14,321
	39,234	52,436

7 Creditors: amounts falling due within one year

	2025 £	2024 £
Taxation and social security costs	2,711	6,823
Other creditors	159,099	159,376
	161,810	166,199

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 £80,190 (2024 - £92,481). 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 2025

		2025 £		2024 £
Membership Subscriptions		1,475,848		1,338,205
Bank Deposit Interest		14,267		35,911
TUC ULR Project		57,470		57,043
Sundry Income		1,335		2,368
		1,548,920		1,433,527
Staff costs				
Salaries, Pension, National Ins	767,841		779,104	
Staff Recruitment	-		-	
Staff Training	2,607		2,984	
Staff Expenses	10,763		10,170	
	781,211		792,258	
TUC ULR Project	57,470		57,043	
Accommodation costs				
Rates, Light & Heat	15,452		14,226	
Insurance	2,125		1,463	
Professional Indemnity Insurance	2,033		2,987	
Sundry	1		1	
	19,611		18,677	
Operating costs				
Print, Stationery & Equipment	3,377		1,727	
Postage	461		1,000	
Office Move	5,141		5,006	
Telephone	3,586		3,569	
	12,565		11,302	
Computer Equipment & Support	160,747		59,480	
Cost of Publications	4,635		1,145	
Depreciation	16,592		17,674	
	181,974		78,299	

NAPO

National Office Detailed Income and Expenditure Account for the year ended 31 December 2025

Committee, Conference & Branch Costs				
Committee Expenses	6,030		3,684	
Cost of Conferences	69,322		56,877	
Branch Grant	22,862		11,401	
Branch Conference Funding	27,268		11,399	
Health & Safety Consultancy	465		-	
Certification Officer Levy	6,284		6,152	
Branch Accounts	4,966		1,755	
Communication	-		498	
Consultancy	-		2,205	
Membership Recruitment	15,796		9,719	
	152,993		103,690	
Subscriptions & Affiliations				
TUC Fees	20,256		18,585	
Other Fees	2,617		1,755	
GFTU Fees	7,975		7,225	
	30,848		27,565	
Edridge Donation	12,436		11,435	
General Donations	-		-	
	12,436		11,435	
Campaign/Media/Parliamentary Work	11,725		11,227	
Ballot	30,753		9,518	
	42,478		20,745	
Financial Costs				
Audit Fee	9,960		9,960	
Bank Charges	8,754		9,143	
Legal & Professional Fees	7,306		3,456	
Corporation Tax Interest	-		65,540	
	26,020		88,099	
		(1,317,606)		(1,209,113)
National Office Surplus before taxation		231,314		224,414
Less: Branch Office Deficit		21,652		(744)
Total Surplus before taxation		252,966		223,670

NAPO

Branches - Detailed Income and Expenditure Account for the year ended 31 December 2025

		2025 £		2024 £
Grants from National Office		22,862		11,400
Hardship Grant		-		2,700
Conference Funding from National Office		27,268		11,400
Individual Contributions		1,052		311
Sundry Income		-		300
		51,182		26,111
Branch Expenses				
Expenses of Other Officials	788		442	
Printing,Postage & Stationery	60		150	
Branch Refund	-		-	
Branch Meetings	170		15	
Bank Charges	450		443	
Adj to bank account	76		(4,336)	
Training	450		427	
Donations	-		273	
Cost of Annual & Branch Conference	25,090		29,058	
Other Branch Expenses	2,446		383	
		29,530		26,855
Surplus before taxation		21,652		(744)
Charged to General Fund		29,530		24,155
Transfer from NAPO Organising Fund		-		2,700
		29,530		26,855

NAPO

Publications Account
for the year ended 31 December 2025

		2025 £		2024 £
Cost of Publications				
Printing Newsletter		3,561		3,374
Probation Journal		46,380		46,380
CAFCASS Journal		2,000		1,596
ICCJ		2,469		-
		54,410		51,350
Less:				
Inserts Journal & Newsletter		-		-
Income from other publications				
Royalties Probation Journal	49,775		50,205	
		(49,775)		(50,205)
Total cost of Publications		4,635		1,145

NAPO

Conference Account
for the year ended 31 December 2025

		2025 £		2024 £
Cost of Annual Conference	72,953		61,510	
Less: Registration Fees	(6,356)		(7,015)	
Net Cost of Annual Conference		66,597		54,495
TUC Conferences	2,725		2,061	
Young Workers Conference	-		321	
Total Cost of Other Conferences		2,725		2,382
Total cost of Conferences		69,322		56,877

Appendices

Resolutions carried at **2025 NEC**

Resolution	**Committee/Network**	**progress**	**Page**
1 Workload Stress should be recorded in RIDDOR	Health and Safety	In Progress	8
2 Health and Safety Minimum Standards	Health and Safety	In Progress	8
3 You can't punish someone back to health	National Executive Committee	In Progress	8
4 OMiC Not Fit for Purpose!!	National Executive Committee	In Progress	9
5 The use of AI in Probation	National Executive Committee	In Progress	9
6 Protecting Foreign National Staff	National Executive Committee	In Progress	9
7 Transparency goes both ways	National Executive Committee	In Progress	9
8 Using AI to Free Up Time and Refocus on People	National Executive Committee	In Progress	9
9 Challenge Cafcass' disrespect of staff and Napo and Cafcass Employee Relations policies	Negotiating - Cafcass	In Progress	16
10 Change the appeal system	Negotiating - Probation	Completed	15

Resolution	**Committee**	**progress**	**Page**
11 Toolkits no longer fit for purpose	Professional and Training	In Progress	9
12 Proper Structure and Accountability for Trainee Learning	Professional and Training	In Progress	10
13 Excessive Training	Professional and Training	In Progress	10
14 Get us out of HMPPS	Campaigning	In Progress	12
15 Labour must urgently deliver on its promise to review Probation Governance.	Campaigning	In Progress	12
16 Collaboration with Research towards a localised Probation Service	Campaigning	Completed	12
17 Are we prepared for the far-right?	Equal Rights	In Progress	18
Resolutions carried at NEC 25 November 2025			
1 Access is a right not an option	Health and Safety	In Progress	18
2 National adoption of the Sheffield Demand Management Tool	Professional and Training	In Progress	
3 Specialisms should be supported	Professional and Training	Completed	
4 Slippery Slope	Campaigning	In Progress	
5 Cafcass still needs a workload measurement tool!	Negotiating - Cafcass	Complete	

Resolution	**Committee**	**progress**	**Page**
6 Challenge Cafcass to ensure that any new changes to practice are fit for purpose!	Negotiating - Cafcass	In Progress	9
Constitutional Amendments			
CA1 Amendment to Section 14	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
- Together Alliance
- 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