

# Notice of Proposed Motions and Constitutional Amendments

## Motions and Constitutional Amendments

Notice of the following motions and constitutional amendments for the AGM has been received in accordance with the provisions of the constitution. They are followed by the names of the branches, national committees/networks or The Forum proposing them or the names of individual proposers and seconders. Motions have been broadly grouped under the committees to which their subject matter relates and the order in which the committees are taken is rotated on an alphabetical basis each year.

## Ballot – via Link to Online Ballot

Included in the circulation of motions to all members will be a link to the Online Ballot for the purpose of deciding the order in which motions will be discussed. All members, **including those unable to attend the AGM**, are urged to complete the ballot via the link that accompanies the motions' mail-out.

The order of business will be based on ensuring that the highest voted motion under each committee/network heading will be debated following the order as set out in this motions' mail out.

There are 3 committee/network headings under which **no** motions have been received:

- Family Court Committee
- Negotiating Committee – Cafcass/Probation
- Retired Members' Network

Consequently, these headings are not included in the Notice of Motions or Ballot.

There are 3 committee/network headings under which there is only **one** motion:

- Equal Rights Committee (Motion 13)
- Health & Safety Network (Motion 14)
- Negotiating Committee – Cafcass (Motion 17)

These motions will therefore automatically be debated.

**Motions being automatically debated and constitutional amendments are not included in the Ballot.**

Members can vote for up to **8** of the remaining motions.

Please note that the closing date for the Ballot is: **12 noon 30th SEPTEMBER 2021**. If you have any problems accessing the online ballot link in the mail-out, you will also be able to find all the documents including the ballot form in Word version on the website in the AGM section. You can return that to **motions@napo.org.uk**.

## Amendments to Motions and Constitutional Amendments

Amendments to motions can be proposed by the NEC, any of its committees, a branch or two full or professional associate members. Amendments to constitutional amendments can only be proposed by the NEC or by a branch. Notice of any proposed amendments must be given in writing and must reach the General Secretary by **12 noon THURSDAY 30 SEPTEMBER 2021**. Email to **motions@napo.org.uk**.

Further advice on amendments and on the process of composing can also be found on the website in the AGM section, called ST04/2021.

## Emergency Motions

Members are reminded that if they wish to submit an emergency motion they need to ensure that it meets all the necessary criteria.

The criteria for emergency motions is set out in Napo's General Meeting Standing Order 7, which states:

### “7. Emergency Motions

- (a) Emergency motions shall be debated only in exceptional circumstances and must be submitted in writing to the General Secretary or Chair of the Steering Committee acting on behalf of the General Secretary. They must relate to urgent issues:
  - i. which have arisen since the closing date for motions
  - ii. which cannot be dealt with in any other way, and
  - iii. which are of such gravity as to justify rearrangement of business.
- (b)
  - i. If the emergency nature of the motion is accepted by the Steering Committee and approved by the meeting the motion shall be placed on the agenda
  - ii. If the emergency nature of the motion is not accepted by the Steering Committee, the proposer of the motion shall have the right to challenge the Steering Committee's ruling by explaining in not more than two minutes the emergency nature of the motion. The ruling shall then be put to the meeting for decision without debate.
  - iii. It shall not be possible to amend emergency motions.”

**Ian Lawrence**  
General Secretary

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## Trade Union Organisation Network

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### 1. Voting rights for Honorary Life Membership

Napo can confer honorary life membership on a retired full member who is considered to have made an outstanding contribution to the work of the Association.

'Honorary Life Members shall enjoy all the benefits of associate membership but shall not pay subscriptions'.

However, what this unfortunately means is that such a member, who may well be still fully involved in the activities of the union, no longer has the capacity to vote at AGM, nor within their branch. To do so, they must be Professional Associate Members, not Associate members. This is a matter which should be rectified as the current situation places honorary life members in a position where their democratic, inclusive rights within the union have been curtailed.

Therefore, this AGM requests the TUO Network to submit an appropriate constitutional amendment to the NEC for debate at the 2022 AGM.

**Proposer: Western Branch**

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### 2. Empowering Napo Networks to submit motions to AGM

This AGM agrees that each Napo network should have the power to propose motions on its own behalf. Such motions would be proposed and seconded by members of the individual network. This would directly involve the networks in Napo policy making and enhance Napo's democratic process.

This AGM asks TUO Network to submit an appropriate, enabling constitutional amendment to the NEC as soon as possible and certainly before the deadline for motions/constitutional amendments for AGM 2022.

**Proposer: Marilyn Gregory**  
**Secunder: Jeremy Cameron**  
**On behalf of the Retired Members' Network**

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### 3. Relaunch the Target 10K members' campaign

This AGM is going to revive the Target 10K members' campaign we launched a decade ago to bring Napo's membership up to 10K.

Following the disastrous Transforming Rehabilitation (TR) reforms in Probation in 2014 in England and Wales, we lost a lot of members as the result of an extra political attack on our union because we stood up to TR, through the withdrawal of Check-Off for these members, i.e. being able to pay union subscriptions directly via salary deduction.

Workloads, already high, soared even more since, not just in Probation but also in Cafcass, resulting in many members deciding to leave both Services when they were able to.

We can turn this around following our victory over TR and this AGM is instructing TUO Network to develop a campaign in order to revive and work towards achieving the 10K Membership. TUO should keep the NEC informed at every meeting and report back to the next AGM with an update.

**Proposer: Tamzin Yates**  
**Secunder: Natalie Dimbleby**  
**On behalf of Trade Union Organisation Network**

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## Campaigning Network

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### 4. Offender Non-management in Custody?

This AGM understands that, to be effective, Offender Management in Custody (OMiC) is dependent on the Data Allocation Tool (DAT) and the case responsibility and handover process being used correctly and swiftly.

This AGM notes Probation has no control over the input of this data, on which timely case allocation and workloads rely, making OMiC inaccurate and unworkable.

This AGM also notes Community SPOs appear to be using the process to lower community caseloads rather than follow the correct process.

This AGM calls upon National Napo to actively campaign for the removal of OMiC and return to the previous Offender Management model.

**Proposer: London Branch**

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### 5. SFO – integrity, honesty, objectivity and impartiality!

The civil service code sets out standards of commitment to the civil service in its core values: integrity, honesty, objectivity and impartiality. These values cannot be brought to the SFO investigation as this is an internal process which too often results in the scapegoating of individual practitioners and a failure to properly consider any organisational failures. Without this being remedied, individual staff members will continue to be traumatised and scapegoated and organisational learning will not take place.

Napo will campaign for the practitioner to be properly informed and to have full and immediate access to any SFO report in which they are mentioned, alongside access to the complete Action Plan. Napo will also campaign for the SFO process to be independent and external, for instance undertaken by HMIP or Probation Institute.

**Proposer: Napo Cymru**

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### 6. Devolve Probation in Wales

First Minister of Wales, Rt. Hon Mark Drakeford, made the case for Probation in Wales to be a devolved matter in his Bill McWilliams Memorial lecture to the Cambridge Criminology Institute in July this

year. Probation should be locally based, freed from the centralised control of Westminster and unshackled from the Prison Service as an agency in its own right, accountable to, but independent from, government. All these factors are included in the proposal outlined by the First Minister. Napo is already committed to these principles in England and in Wales. In Wales there is Welsh Labour policy that Justice as a whole should be devolved. This was the recommendation of the Commission on Justice in Wales published before the pandemic, to which Napo Cymru contributed. Mr Drakeford has been clear that the wholesale devolution of Justice, while an aspiration, would be a long time in the execution. It would therefore be both principled and practical for Probation in Wales to be a devolved matter sooner rather than later.

Napo will campaign for the devolution of Probation in Wales and will take every opportunity to contribute to discussions and planning in this regard.

**Proposer: Napo Cymru**

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### 7. Unified probation service, independent and in the public sector

This AGM welcomes the unification of our Probation Service and sees this as a positive step in the right direction. However, whilst we are pleased we are united and in the public sector, Napo agrees to campaign for the Probation Service to become a local community based organisation free from civil service control, accountable within the structure of local communities and in the public sector.

**Proposer: Thames Valley Branch**

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### 8. An independent probation service

This AGM notes that while substantial success has been achieved around the recreation of a unified service, other aspects of Napo policy have made much less progress. The Service remains enmeshed in the civil and prison services. Nor has there been a concerted effort to debate the propriety of the Service continuing to allow itself to be described as a Criminal Justice Agency that prevents reoffending when the evidential basis for this claim is so slender.

Napo resolves therefore to redouble its efforts to campaign for the Service:

- to be devolved to local regions and Wales;
- examine critically its crime prevention role; and
- strengthen its claim to be an agency of social justice as proposed for Wales by Mark Drakeford, built around a reinstated probation order.

**Proposer: Chris Hignett**  
**Secunder: Sue McConnell**  
**For the Campaigning Network**

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## 9. Support People Seeking a Safe Haven in the UK

Napo rejects the racist narrative against refugees and migrants that right-wing organisations have propagated for many years and which is now being espoused by government ministers.

We are particularly concerned about the way that children and young adults who seek to make connections with family and friends are being demonised by the Government's callous approach.

We want to see a fair, humane and transparent system that allows all individuals, young and old alike, to re-establish connections with relatives and friends already settled in the UK.

We seek:

- legislation to ensure unconditional flights to family reunions;
- all hostile environment measures must be scrapped;
- policies preventing refugees accessing public funding should be ended;
- the housing of children and the parents or carers of children in detention centres must be outlawed; and
- Children and their parents/carers should have access to legal aid for immigration cases.

This AGM encourages Napo branches to be proactive in campaigning for these measures. We request that Officers and Officials publicise Napo's stance and our support for the right to family life for all children and that they signpost members to information to facilitate campaigning and assist them to challenge anti-immigration narratives.

**Proposer: Family Court Committee**

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## 10. Women in the Justice System

Napo welcomes the continued recognition by the Government, in its Women Offender Strategy (2018) and Concordat on Women in Prison (2021), of the potential of women's centres to reduce, if not eliminate, imprisonment for women. It is therefore distressing to see this initiative undermined by the suggestion that a further 500 prison places need to be added to the women's prison estate (Ministerial Statement 23/1/21). There would appear no logical justification for the expansion.

Napo therefore resolves to join with all other organisations campaigning to rectify this anomaly and calls upon all members and branches to campaign for the rapid adoption of properly funded (see UK Women's Budget Group, 2020) women's centres in every region along the lines proposed by Baroness Corston and now promised for Wales.

**Proposer: Mairead Finn (Napo Cymru)**  
**Seconder: Su McConnel (Napo Cymru)**  
**On behalf of the Campaigning Network**

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## 11. Reverse the Government's proposed expansion of prison places for women

This AGM views with alarm recent government plans to spend £150 million on building new prison places for women. This blatantly flies in the face of the recommendations of the Corston Report and other inquiries and reports over the past 20 years, as well as the government's own 'female offender strategy'. They have all concluded that prison is rarely a necessary, appropriate or proportionate response for the majority of women clients.

At a time when women's centres, which support vulnerable women and keep them from entering the criminal justice system, are severely constrained by lack of adequate secure funding and when women's refuges are having to refuse places to desperate women, to build prisons now is to turn our backs on the very services that keep women out of prison.

We call on conference to oppose this wasteful and needless expansion, and for such investment to be directed to supporting alternatives in the community.

We also call upon Campaigning Network to work towards ensuring that the public and sentencers are better informed about the causes of women's imprisonment, so that proper investment in a national network of women's centres is seen as the way ahead and not new prison places.

**Proposed: Deb Borgen (London Branch)**  
**Seconded: Mike Guilfoyle (London Branch)**

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## 12. Second Class Citizens

Many of our members have been left feeling like 'second class citizens' as a result of the staff transfer out of CRCs. It seems that for a significant number of members it has not been the smooth 'lift and shift' process promised, with many finding themselves facing unexpected challenges such as role alignment problems, last minute news of down-banding and other unwelcome changes impacting on their jobs, careers and future income following the cessation of pay protection.

Appeal arrangements appear to have been ineffective and inflexible.

This AGM requests that Napo conducts a full investigation into the impact upon and detriment suffered by staff transferring jointly, if possible, with other trade unions. Napo should also seek to find out, factual information by survey or other means, such as how many former CRC employees were left dissatisfied with their role alignment, how many appeals were undertaken and not upheld, and how many employees have either registered a formal grievance, and/or have been signed off sick during the weeks and months following transfer.

This AGM further requests that when this investigation is completed that, media releases are prepared, and that the findings and recommendations are published widely.

**Proposed: Paul Fairbrass (London Branch)**  
**Seconded: David Raho (London Branch)**

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## Equal Rights Committee

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### 13. Anti-Discriminatory Practice

This AGM notes with concern the conclusion of the HMPPS thematic inspection of Race equality in Probation the experience of black and minority ethnic Probation clients and staff. The conclusions of the thematic inspection were that there was little evidence around sensitivity of ethnicity, culture and religion, that good practice was hard to find and Transforming Rehabilitation hindered services for Black, Asian and minority ethnic Clients.

Therefore, this AGM agrees:

- recruitment is completed on a local basis to ensure probation staff reflect the diversity of local communities served supported by positive action programmes where appropriate;
- widespread and systematic monitoring of all reports is put in place and the gatekeeping of reports for diversity, previously successful in the Probation Service is prioritised with time allotted within the workload management tool; and
- that David Lammy MP is invited to scrutinise the Probation Service and further make recommendations on his review of the criminal justice system in 2017.

Napo and the Probation Service had a proud history of anti-discriminatory practice and it is now time to insist that we return to those values and that all staff share and put in place the values of cultural, religious and ethnic sensitivity and understanding.

**Proposer: Thames Valley Branch**

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## Health & Safety Network

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### 14. Sickness Absence

Since 2017 Probation staff have been subject to an Absence Management Policy that was designed to achieve HMPPS expectations around absenteeism in line with civil service policy. It was introduced to "promote health and wellbeing in the workplace in a proactive way."

The guidance for managers outlines how the Policy should be applied with discretion taking account of an employee's circumstances and consider avoiding written warnings in such cases where sickness is uncharacteristic.

The experience of the pandemic has highlighted the impact on mental health and wellbeing of staff in coping with restrictions, working patterns, home working and

achieving a work-life balance that has exposed the shortcomings of the Policy.

This AGM calls for the production by HMPPS of meaningful absence data by LDUs and the sanctions applied along with figures around the application of discretion used. Along side this, a survey should be commissioned to establish the impact of the application of the Policy on members' wellbeing including the element of pressure to work while ill. This information should be used to call for changes to the Policy that, through its universal application, is oppressive and discriminatory when it comes to promoting the wellbeing of staff.

**Proposer: Staffordshire West Midlands Branch**

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## National Executive Committee

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### 15. Complaints Policy and Procedure

Currently under the Constitution the guidance for raising complaints refers to the Disciplinary Rules.

The process is cumbersome and not fit for purpose. We call upon the AGM to instruct the NEC to oversee a revision of the Disciplinary Rules with reference to raising complaints and settling internal disputes.

**Proposer: Kent, Surrey, Sussex Branch**

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### 16. Staffing Levels

This AGM notes there are increasing pressures being put on staff which have become untenable making staff retention impossible.

In some areas staff numbers are so low it has led to some Probation Delivery Areas being designated as HMPPS 'Red Sites' and others hovering close to the Red Site criteria.

Although emergency delivery measures and contingency plans have been discussed they have been slow to be put in place leaving staff in understaffed areas overworked, stressed out and feeling overwhelmed and under protected.

This AGM believes that there need to be clear processes in place that are activated whenever an area becomes a Red Site. These should include measures to protect overworked staff from the Serious Further Offence 'early look' and 'review' processes, by clearly stating where Corporate Responsibility would apply.

This AGM urgently requests our National Officers and Officials to take immediate action to protect our staff through any and all means available including industrial action.

**Proposer: London Branch**

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## Negotiating Committee – Cafcass

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### 17. Stop working extra hours for nothing

A recent Napo survey of members in Cafcass found that 88% of staff had worked extra hours in the last 4 weeks that they had not been able to take back.

This AGM requests that Napo Officers and Officials continue to engage with senior Cafcass management and, in the event that satisfactory solutions to this intolerable situation are not agreed, members should be consulted regarding engaging in industrial action.

**Proposer: Negotiating Committee - Cafcass**

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## Negotiating Committee – Probation

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### 18. Shared Services Connected Limited (SSCL) – another financial mess...

This AGM understands that many members have been presented with financial issues, including overpayments, underpayments or indeed non-payment as the case may be. In addition, members have experienced issues with expenses, pensions, changes to their Additional Voluntary Contributions (AVC) and income tax. An already struggling SSCL is seemingly out of their depth and unprepared for the reunification of Probation Services, often leaving the onus on the individual member to attempt to sort out their specific issues with little or no support.

This AGM believes, given the number of ongoing and growing problems with SSCL, that each Probation region should have its own department set up specifically to deal with these issues to ensure local and early resolution.

This AGM compels the National Officers and Officials to negotiate with the Probation Service to put in place a Regional Financial structure, which will act as a single point of contact for all staff financial matters.

**Proposer: London Branch**

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### 19. Probation Pay – you are worth so much more

In the event that there is no meaningful progress in negotiations by 31st December 2021 around the 3-year joint union pay claim submitted on 7 May 2021, Napo's Officers and Officials will launch a pay campaign which includes taking industrial action up to and including strike action.

**Proposer: South Yorkshire Branch**

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## 20. Pay

This AGM notes that it is more than a decade, apart from two years, that staff in the Probation Service have had to endure a pay freeze, causing cuts in their wages and terms and conditions. Despite being hailed as keyworkers during the pandemic Probation staff have not had adequate reward and recognition for their efforts during this difficult period and there seems that no decent pay increase of note will be forthcoming in the near future.

AGM therefore agrees to join with other keyworkers in the TUC campaign for decent pay and secure work for keyworkers and we campaign within the probation service building support amongst union and non-union members for a campaign up to and including industrial action to secure decent pay and terms and conditions.

**Proposer: Thames Valley Branch**

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## 21. Workloads

This AGM is concerned that Probation Service members from all grades are reporting feeling burned out and unable to cope with the ever increasing and unreasonable demands put upon them. We seem to have a workload measurement tool that is not fit for purpose, with many new tasks and onerous processes not being accounted for. Not only that, the tool neglects many members such as admin, SPOs, AP staff and those facilitating unpaid work or delivering programmes.

This AGM therefore instructs Napo to insist on openness and transparency from the employer regarding the formula for determining establishment figures. Furthermore, this AGM requests that Napo national Officers and Officials use this information to push for proper measurement and management of workloads for all members.

If no progress is made by 31st December 2021, this AGM requests that Napo registers a Workloads dispute with our employer.

**Proposer: South Yorkshire Branch**

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## Professional and Training Network

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### 22. Save Our Specialisms

This AGM is concerned that the end state model of the Structured Interventions Model subsumes Divisional Sexual Offending Units (DSOUs) into a generic Interventions Team with the intention that facilitators will deliver a variety of offending programmes across the board.

Dilution of roles in relation to multitasking across programme delivery could risk burnout: multitasking is known to increase stress and susceptibility to errors. Specialist knowledge increases resilience and enables staff to deliver continuously to a high standard.

DSOUs have a significant amount of expertise in working with men who have sexually

offended and it is our belief that the proposed model will significantly dilute the expertise and support that DSOU's provide to the Probation Delivery Units (PDU), particularly in relation to consultation around risk assessment, risk management and delivery of training/consultancy.

This AGM requests that Napo negotiators make the strongest representations in relation to the importance of maintaining the current structure, roles and pay grades of the DSOU's within the new Interventions model and emphasise the likely risks associated with the potential dilution of the DSOU service currently provided to the PDUs, should the proposed end state model be adopted.

**Proposer: London Branch**

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## 23. Restorative Justice

Restorative Justice can be beneficial for both the victim and the person on probation. Research into probation delivered restorative justice has resulted in several recommendations:

- Restorative Justice should be 'opt out' rather than 'opt in', with referrals to Restorative Justice for all people on probation who have a RAR requirement;
- Restorative Justice should be incorporated into sentence planning;
- there should be further research into Restorative Justice; and
- there should be increased partnership working with police and probation in relation to Restorative Justice.

Napo will make the case to Probation at all opportunities for Restorative Justice to become a mainstream, not peripheral, part of probation practice by promoting these recommendations in its publications and at meetings with our employer and partners.

**Proposer: Napo Cymru Branch**

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## 24. Time to learn – time for training

Our Probation Service is a fast paced ever-evolving one, with a multitude of changes in all levels of service provision, sometimes happening all at one time, and it is hard to keep up.

We appreciate that change can be important and recognise the need to learn from previous experiences and build on these to provide evidence-based policy and practice.

Quality training which acknowledges the weighty role we play in public protection, is welcome, as are opportunities to steer the direction of training need. We welcome this but we need time to learn and time to not only take the training but digest the training to be able to put it into effective practice.

Continuous professional development is promoted within the Probation Service – an open learning culture is one of the four Probation Service principles along with

enabling people to be their best, modernising technology and transforming through partnerships.

Let us transform the Probation Service into the quality service we know it can be using all the tools at our disposal, including quality time for professional development and not forgetting the expectations inherent in evidencing competence with the new framework.

**Proposer: Napo Cymru Branch**

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## 25. Role Boundaries post re-unification

This AGM is concerned that, post re-unification, there is increasing evidence of the blurring of role boundaries in various parts of the newly formed Probation Service, leading to exploitation and de-professionalisation.

This AGM therefore instructs Napo's national Officers and Officials to mount an investigation and to set up a campaign that seeks to re-instate/establish professional role boundaries in the Probation Service. This will also include modernisation of the Job Evaluation Scheme and the potential for a short-term moratorium, whilst establishing beyond doubt in which roles the PQiP/other professional qualifications are required.

This investigation and campaign will conclude and report back to the national AGM no later than October 2022.

**Proposer: South Yorkshire Branch**

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## 26. Core Probation learning must be delivered by experienced Probation staff

This AGM understands that the National Training Team, now part of MoJ Learning and Development, has adopted a policy of recruiting National Trainers who do not have, as a minimum, probation qualifications or experience.

National Trainers, now referred to as Learner Coach or Facilitator, deliver core learning to PQiP learners and other new entrants, as well as continuous professional development to experienced practitioners. However, recently recruited trainers include those with no previous experience of working in the Criminal Justice System. This means that core skills in engagement, interviewing, and even risk assessment, are now being delivered by those who have never set foot in a probation office or sat opposite a person on probation.

We understand this is not done in error and further recruitment will use the same job descriptions.

This AGM believes that allowing inexperienced and unqualified staff to teach inexperienced and unqualified colleagues can only erode their learning opportunity and impact on their preparedness for the role. Our new colleagues deserve better; our professional integrity deserves better.

This AGM calls for Napo to organise and campaign to ensure that only those who are appropriately qualified, probation trained and experienced are employed as National Trainers.

**Proposer: Western Branch**

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## 27. Pre-Sentence Reports (PSRs)

This AGM welcomes the fact that the Secretary of State for Justice has recognised the need for a greater investment in the quality of Pre-Sentence Reports. The Magistrates Association has also stated that it is vital these documents are of sufficient standing to inform the sentencing process.

This AGM calls for an end to unachievable targets for the completion of 'on the day' reports, where vital information on risk, particularly relating to DV and child protection, are more likely to be missed. Adequate time to properly assess vulnerability, e.g. in relation to trauma and/or mental health needs is also essential.

Probation court staff require workload weightings which properly reflect the time needed to complete high quality report and risk assessments, i.e. ones that meet the professional standards associated with PSRs before the implementation of 'speedy summary justice'.

These weightings must also take into account the increasing amount of work involved in completing the many other assessments needed, in addition to the PSR, which ensures that the finished article meets the demands of 'quality assurance'.

This AGM directs the Negotiating Committee and Professional and Training Network to press the relevant directorates to implement these realistic and fair workload weightings.

**Proposer: Steve Bradley**

**Seconder: Marion Kockelbergh**

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## Abbreviations used in Motions

AGM - Annual General Meeting  
AT – Assistive Technology  
BAME – Black, Asian and Minority Ethnic  
BBC – British Broadcasting Company  
CA – Constitutional Amendment  
Cafcass – Children & Family Court Advisory and Support Service  
CAS – Case Allocation System  
CJS – Criminal Justice System  
CNC – Cafcass Negotiating Committee  
CRC – Community Rehabilitation Company  
DEFRA – Department for Environment, Food & Rural Affairs  
E3 – Effectiveness, Efficiency, Excellence Programme (in the NPS)  
EVR – Enhanced Voluntary Redundancy  
FCC – Family Court Committee  
FCS – Family Court Section  
HMIP – Her Majesty’s Inspectorate of Probation  
HMPPS – Her Majesty’s Prison and Probation Service  
HQ – Head Quarter  
HR – Human Resources  
HSE – Health & Safety Executive  
i.e. – that is (*Id Est* – Latin)  
IOM – Integrated Offender Management  
IT – Information Technology  
ITTG – Integrated Through the Gate model  
MoJ – Ministry of Justice  
MP – Member of Parliament  
NEC – National Executive Committee  
NOMS – National Offender Management Service (predecessor HMPPS)  
NPS – National Probation Service  
OASys – Offender Assessment System  
OMiC – Offender Management in Custody  
PBNI – Probation Board for Northern Ireland  
PI – Probation Instruction  
PIT – Practice Improvement Tools  
PO – Probation Officer  
PQ – Parliamentary Question  
PSO – Probation Service Officer  
PSR – Pre-Sentence Report  
PSS – Post Supervision Sentence  
RAR – Rehabilitation Activity Requirement  
SFO – Serious Further Offence  
SOGP – Sex Offender Group Programme  
SOP – Single Operating Platform (in the NPS)  
SPO – Senior Probation Officer  
SSCL – Shared Services Connected Limited (NPS payroll, HR services)  
TR – Transforming Rehabilitation  
TTG – Through the Gate  
TU – Trade Union  
TUC – Trade Union Congress  
TUO – Trade Union Organisation Network  
UN – United Nations  
UPW – Unpaid Work  
ViSOR – Violent and Sexual Offender Register  
WiN – Women in Napo  
WMT – Workload Measurement Tool  
YOS – Youth Offending Services



