

AGM10/2019 – 2019 AGM RESOLUTIONS (CARDIFF)

NEGOTIATING COMMITTEE – Probation

1. Serious Further Offences and workload

This AGM moves that an officer's Workload Management Tool (WMT) must be a mitigating factor when in a Serious Further Offence investigation. WMT must be discussed during the Serious Further Offence process and be included in any official documentation or report on the findings of the Serious Further Offence.

2. Workload

Probation Officers and Probation Service Officers are increasingly working above capacity on the Workload Management Tool and for prolonged periods of time.

The over-allocation in case management has resulted in officers feeling their workloads are impossible and unachievable, yet they are still expected to meet all targets and achieve best practice standards.

Working over-capacity naturally reduces the quality and timeliness of assessments, reports and recording, and the ability to provide the level of supervision needed to manage complex cases.

The current system of over-allocation puts the responsibility on managing an over-capacity situation with individual officers and not with the organisation that systematically over-allocates cases.

This AGM moves that officers should not, in any circumstances, be allocated over 100% for any length of time.

3. Staff Safety

This AGM believes all workplaces should be safe places for staff and clients.

This AGM understands many probation premises are no longer fit for purpose, putting members at risk. These risks will increase with reunification as more people try to access fewer premises. We also believe this will seriously disadvantage all members, but especially those with reasonable adjustments.

This AGM calls on Napo to ensure staff safety and building suitability are key parts of the reunification negotiations.

4. Expenses

This AGM understands the current levels of expenses for NPS is fixed at £4.50p for lunch when working away from the office for up to five hours. This is an inadequate amount as it does not cover the cost of a sandwich and a drink in

many food outlets found around prisons/stations or service stations where most members are likely to make their purchases. We understand all CRCs have differing expense amounts and practices but many have kept the legacy trust amounts.

This AGM believes this to be discriminatory and places NPS members at a financial disadvantage.

This AGM calls on the negotiating team to revisit expenses rates across the board to bring them all in line with current prices.

5. Workload Measurement and Management

South Yorkshire Branch welcomes the development of Workload Measurement Tools in the CRC, the NPS SPO Project and Probation Review but results have been slow in coming or are patently overdue.

It is crucial that workload measurement is as accurate as possible and covers all grades and roles vulnerable to excessive workloads, furthermore, that workload is not only measured but managed. Situations impacting on members' wellbeing include:

- no national measurement or management of prison workloads or for certain grades of staff;
- ad hoc and retrospective arrangements within the CRCs;
- the regular additions of court tasks without a corresponding increase in time allowance;
- SPOs being pulled away from supervision and staff support because of time consuming HR tasks;
- weightings for new cases not being sufficient to reflect the Integrated Offender Management (IOM) and the front-loading of work.

Underpinning all of this should be an understanding that 100% capacity is the maximum work an employee should be asked to do.

This AGM calls on Napo to:

- continue to press the employers to improve workload arrangements across all areas of work and report back to the November NEC;
- register a national workload dispute;
- encourage and support individual members to submit foreseeability notices to their employer.

6. Pay and pension parity

AGM will be aware that, since Transforming Rehabilitation (TR), we have seen a huge disparity in the pay and terms and conditions of probation staff. This has caused a great deal of anxiety amongst staff and lack of job security, disproportionately affecting women.

In turn, this destabilises the workforce and undermines performance and public safety.

Conference believes that, in order to resolve these issues and rebuild public confidence, pay parity and the harmonisation of critical terms and conditions such as maternity and paternity leave is crucial to achieving this.

This AGM calls for a campaign to make this a top priority. This includes the endeavours of paid Officials, Officers and critically, all members working to achieve this through, for example, letter writing and lobbying MPs.

7. Serious Further Offences

This AGM understands that the 'early look' process puts members into possible disciplinary action before the Serious Further Offences (SFO) investigation has taken place.

This AGM believes the current SFO process places our members in highly stressful situations and possible double jeopardy, if the 'early look' has resulted in a disciplinary and the full investigation results in further punitive action whereby dismissal would be hastened.

This AGM calls upon National Officers and Officials to negotiate a new SFO process which is less punitive and supported and take into consideration factors such as workloads.

8. The failure of Shared Services to Connect with its role (L limited)

In preparation for the transfer of staff under the reforms for the delivery of Probation Services, this union is deeply concerned given the consistent failures of Shared Service Connect Limited (SSCL) to manage the most basic aspects of managing members' pay. While seeking to avoid emotive language, the horror stories that have consistently emerged over the failure of this part of the organisation are nothing short of a scandal. Despite evidence of the continued failure by SSCL over miscalculations of pay and allowances, demands continue to be made for repayments without explanation. To continue to ignore evidence of errors demonstrate a contract not fit for purpose. This, along with the complete absence of an appeals procedure around the pursuance of mistakes, calls into question the capacity of SSCL to manage the staff transfer at the most basic level.

This AGM calls for action to be taken at every level and by all means necessary to seek a review and complete overhaul of this failing service, including ministerial intervention, to seek the replacement by a publicly accountable body where the confidence of all can be restored in the most basic right to be paid at the correct rate.

PROFESSIONAL & TRAINING COMMITTEE

9. Foster the Probation Profession

Napo welcomes the ambition of Her Majesty's Prison and Probation Service (HMPPS) to promote and foster professionalism in probation.

Napo will campaign for:

- a full review of the quality and effectiveness of the probation professional qualification training;
- proper and necessary support for trainee Assistive Technology (AT) users, and trainees requiring reasonable adjustments to enable them to contribute their skills without hindrance;
- an end to trainees being used as a resource employed to mitigate the shortage of staff and resultant high workloads.

10. Replace OASys

This AGM believes all clients should have a robust risk assessment, risk management plan and sentence plan, but the current OASys is no longer an effective assessment tool to use to achieve this and over 50% of practitioners expressed their concern in an MoJ study (Moore 2015) that there were not enough working hours to complete these assessments.

Significant time is spent by workers in probation completing assessments due to the length and repetitious nature of the OASys, but the utility of this information to anyone outside of the MoJ is unclear, particularly as it draws practitioners away from developing relationships with their clients.

This AGM understands Practice Improvement Tools (PIT), ever-changing quality standards, the return to 16 weekly reviews and refusal to allow 'pull throughs' when nothing or only one element may have changed, is also not helping to retain staff.

This AGM calls on Napo to negotiate for a better assessment tool to be developed, which relates to the current desistance and strengths-based research, to replace OASys as soon as possible.

11. Duplication of work

This AGM believes reports for Parole Boards, including recall reports, are vital to inform and assist the Board to decide whether a case can be managed safely in the community.

This AGM understands our members are being asked to duplicate reports unnecessarily due to the time it is taking to arrange hearings. In some cases, more than three part C's are being requested, as there can be several months between the initial report and the hearing date. The points allocated on the Workload Management Tool (WMT) do not reflect this and Offender Management in Custody (OMiC) means all of our community held cases are now active, leading to staff feeling overwhelmed. We believe this duplication needs to end.

This AGM calls on our negotiators to seek to change the process regarding generating these reports and seek to amend the WMT to better reflect the real amount of work involved in recall and parole reports.

12. Training that is fit for the job

Staffing shortages in the NPS are widespread and negatively impacting on workloads and staff wellbeing. Despite the attempts of HMPPS to recruit new staff, some are leaving after just three years.

This AGM believes that the current training programme is inadequate and does not properly prepare learners for the role or profession. The reduced amount of time the qualification takes means learners are only able to cover the basics, with little or no time for reflective practice. Those learning in the NPS are expected to cut their teeth on high and very high risk of harm cases, while those in the CRC get very little time to experience the full role of a probation officer with Courts etc. HMPPS' own research shows that newly qualified staff do not feel adequately trained to do the role and are overwhelmed. This is a risk to staff, clients and the public.

This AGM calls on the Professional & Training Committee to challenge HMPPS on this, to campaign for a full review of the training and to demand that HMPPS take this issue seriously. It also asks branches to actively recruit new learners and newly qualified officers so they can be better supported by Napo.

13. Protect our role boundaries, before it's too late

For too long now we have witnessed diminishing boundaries that define the roles of Probation and Probation Services Officers.

Whilst PSO roles are increasing in responsibility without any true correlation in pay, the role of the PO is threatened by what are fast becoming POs on the cheap. The time is now to stop the drift before offender management is reunified in two years' time.

Failure to act now may allow the Civil Service to take advantage of the current vague guidelines that are continually exploited by management to use poorly trained and sometimes untrained staff to cover for the lack of qualified POs. The current move in the NPS towards PSOs completing reports on sex offenders and domestic abuse perpetrators is not the thin end of the wedge, but the culmination of years of slippage that has been allowed to evolve.

This AGM instructs Officers and Officials to take action now to stop the constant drift and blurring of role boundaries and ensure that clearly defined boundaries to protect both grades are in place before we move towards reunification of Offender Management as a department of the Civil Service.

14. Trust me, I am a professional

This AGM is concerned at the potential for the Probation Instruction that governs 'Outside Activities' to be used to effectively prevent staff from seeking to publish articles based on material gained through the course of their work.

While recognising the right of the employer to have oversight of these, the concept of a code that seeks to effectively own the intellectual capital of staff is not in itself reason to deny publication. No matter which side of the divide staff work in, they should be supported to use research and their experience to provide written material that informs practice or offers critical analysis of policy.

In all fields of endeavour pursued by our members within Probation and Cafcass, the approach to publication should be based on a presumption of professional values. Our proud tradition of preventing offending will be the basis for quality articles that deserve to be heard.

Therefore this AGM calls on Professional Committee to draw up guidelines that would enable members to use their experience and research to submit articles for publication.

That Probation Negotiating Committee examines the implications of PI 38/2014 to develop protection for members seeking to publish their work.

TRADE UNION ORGANISATION COMMITTEE

15. Global Climate and Ecological Emergency

Napo supports the declaration of an ‘ecological and climate change emergency’.

Fossil fuels are a main cause of climate change, releasing a huge amount of greenhouse gases into the atmosphere. Nearly all plastic – 99% – is made from chemicals sourced from fossil fuels.

Napo can help to reduce the use of plastic in society through its commitment to, wherever possible, purchasing Napo promotional products made from sustainable materials which cause little or no damage to the environment.

Humans are responsible for climate change and therefore we must do whatever we can, no matter how seemingly small, for the betterment of our world, our communities, our members, and our families.

CAMPAIGNING COMMITTEE

16. Integrated service

Napo welcomes the move by the MoJ to bring “offender management” back into the public sector.

Napo, however, rejects the separation of “offender management” and rehabilitation. This is a false distinction made by the MoJ.

Unpaid Work and Programmes are core Probation functions. In Wales, Offender Management staff will transfer to NPS in December this year. The language used to justify the re-marketisation of Unpaid Work and Programmes has drawn an erroneous distinction between “Offender Management” and “Rehabilitation”. TR2 will not be completed, even in Wales, until the contracts with CRCs are terminated in 2021. Therefore, December 2019 is not a “cutoff” in terms of this campaign, nor the deadline by which this fight must be won. We will not rest until Probation is reunified in its entirety in the public sector and we call on Napo to continue its fight for the full reunification of Probation.

Napo believes that Unpaid Work and Interventions are an integral part of the probation service. This AGM calls for a fully integrated, united service with all core functions, including Unpaid Work and Interventions, delivered from a single organisation.

This AGM therefore calls upon all members, Officers and Officials to campaign both nationally and locally to raise awareness of this flawed model and to work alongside stakeholders to achieve 100% reunification to restore confidence of both the Courts and the public.

17. Homeless and broke on release

In 2018, Napo Cymru wrote in its response to the “Strengthening Probation” consultation, “If all the papers produced on strategies and signposting and the like were turned back into trees, and they were used to build log cabins, we might be in a better position regarding accommodation for those with criminal records”.

The endless recycling of contracts and processes aimed at resettlement mean nothing if people leave prison homeless and with income delayed by what can be months.

Napo will campaign, directing the message to ministers for housing and benefits, for clients leaving prison to be prioritised for housing and to have benefits paid from the day they leave prison.

18. Calling for an Independent Probation Service

Throughout the reforms of Probation, from Jack Straw’s concept of a National Probation Service through NOMS to the current format of HMPPS, the Probation identity, once held up as a beacon of excellence, has continued to be marginalised.

The delivery of probation services belongs in the public sector. However, the move to the Civil Service as a result of TR has meant that the National Probation Service is now overly bureaucratic and follows a top down “command and control” culture. Probation Officers are encouraged to think critically about the work that they are doing and how. This is almost impossible from within the Civil Service where criticism of the establishment is forbidden.

Although we recognise the advantages of working closely with our colleagues in the Prison Service, we are not an adjunct to that service. While the senior roles in HMPPS are predominantly held by those with a background in the Prison Service and while the second 'P' in HMPPS is generally silent it is difficult for the Probation Service to focus on developing its own culture and values.

Probation requires its own structure and champion and where its achievements and unique contribution can be nurtured and recognised. Where training and development is linked to the professionalism that already exists rather than being treated as an afterthought.

This AGM calls on Napo to campaign for all probation services to exist outside of the Civil Service but in the public sector, as a non-departmental government body in the same way as organisations like Cafcass and many others.

19. Prison is no place for children

This AGM believes that youth prisons are dangerous, degrading environments in which children's human rights are routinely violated. This does not help with their rehabilitation or with desistance from offending. This AGM believes that children's human rights matter. This AGM therefore wishes to affiliate to charity Article 39 and to support their work on an ongoing basis. Article 39 fights for the rights of children living in state-run and privately-run institutions. It takes its name from Article 39 of the UN Convention on the Rights of the Child.

20. The shame is with the leadership not the professionals who deliver

This AGM is ashamed to find the leadership of the services we work for is prepared to blame the staff for failed inspections in CRCs and more lately over a high profile SFO in the Midlands. The Chief Probation Officer, rather than acknowledging the impact of the high caseloads the staff were working under, chose to express her shame for their practice.

It is time to acknowledge that, no matter how many times the organisation seeks to reintroduce the latest version of quality assurance or a regurgitated version of desistance, staff are sinking under the pressure. It is not for the lack of professionalism or the desire to develop and deliver effective practice, it is simply the weight of work that increases the risk of failure.

This AGM calls on Campaigning Committee to campaign to redress the blame game on staff and focus on reducing workloads.

For the Professional & Training Committee to develop a toolkit of reforms on which staff are able to resist the relentless pressure of high risk cases.

To support the measures being undertaken to remove the blame game from staff in preference to focusing on the systemic failures of the services we work for.

21. The Future of the Probation Service

Having considered the government's proposals for a future probation service, as set out in "The proposed future model of probation - a draft operating blue print" this Conference calls upon Napo's Campaigning Committee to make clear that:

- it believes the future service, while providing national coverage, should cease to be either a part of the Civil Service or the Prison Service and should seek alternative arrangements for its governance based on shared responsibility between local authorities and the Ministry of Justice;
- it rejects the distinction between "offender management" and "interventions" as designed to promote a market for services that ought to be united and delivered as one, free of market interference;
- it discards the phrases "protecting the public" and "preventing reoffending", for which the evidence is slender, in favour of "advise, assist and befriend" which should seek to enable desistance from offending;
- insists the term Probation Court staff designated to Court are appropriately trained to oversee the delivery of the court's supervisory orders and to otherwise assist in the fair delivery of justice.

EQUAL RIGHTS COMMITTEE

22. Dyslexia

This AGM is aware that this motion may seem boring but believes that disabilities are not boring at all. It is now some years since dyslexia was addressed by Napo and meanwhile it appears to have slipped off the employers' agenda. Ignorance is paramount. The consequence is that in some cases our members are being dismissed and clients may be sent to prison.

Napo will press all branches and the MoJ to ensure that all staff have dyslexia awareness training.

HEALTH & SAFETY COMMITTEE

23. It always was 'Foreseeable'

AGM notes the reports from members working for Interserve Justice of the significant impact of work-related stress, created by the lack of capacity and support, to undertake meaningful rehabilitative work with clients. This has been shown to lead to increased risk of serious harm posed to the public as a direct result of an inadequately resourced operational model. Workloads are consistently well above the agreed threshold, resulting in unacceptably high stress levels and a staff group which is told that there is nowhere for the work to go, leaving it dejected, completing tasks outside of paid working hours and at risk of disciplinary processes. This AGM also notes that an ever-decreasing staff group, combined with increasing workloads, can only increase the likelihood of Serious Further Offences.

This AGM instructs Napo Officials to work with the employer to address the issues, to support the use of Foreseeability Notices and ensure that the appropriate remedial action is taken by the organisation on receipt of such notices. If this is not forthcoming, a dispute should be raised to ensure that the health, safety and well-being of members is protected so that risks of harm to the public are minimised.

NATIONAL EXECUTIVE COMMITTEE

24. It's not reunification until it's reunified

Conference welcomes the emergency resolution submitted by West Yorkshire Branch and passed by the NEC at its June meeting (reproduced below). This AGM calls on the National Officers and Officials to provide the membership with an update on the progress that has been made with this critical campaign.

In addition, this AGM instructs Napo National Officers and Officials to request a copy of the risk register relating to the reorganisation, as part of a campaign to highlight the dangers of leaving this section of the workforce outside of the statutory sector. Napo must increase the profile of this important campaign to ensure the failings of TR are not replicated, to protect those members currently outside of the reunification, increase the morale of current members and illustrate the importance of Napo to a layer of employees not currently organised by the union.

'Napo notes and welcomes the decision to unify the offender management section of the CRC's with the NPS.

We also note with concern the decision to leave interventions, unpaid work and ITTG in the private and non-statutory sector.

Napo recognises the anxiety this has caused for members working in these sectors and is aware of the dangers of demoralisation and membership loss.

Napo will prioritise a high profile campaign to bring all sectors of the CRCs into the NPS by:-

- 1) Convening a meeting of representatives from all the CRCs to discuss and develop the strategy.*
- 2) Produce written material for members to use in lobbying MPs and other key stakeholders*
- 3) Lobby Parliament regarding the inherent risks to the public and service provision should interventions and UPW remain in the private and non-statutory sector.*
- 4) Produce a regular bulletin for members to update them on the progress of the campaign.'*

25. Staff Transfer Protection and Enhanced Voluntary Redundancy

In light of the General Secretary's announcement today and bearing in mind the urgency of the intended transfer of staff in Wales on the 1st December this AGM instructs Napo's Officers and Officials to demand that the MoJ honour the principles in the 2014 Staff Transfer and Protections Agreement for the transfer of staff from CRCs to the NPS in Wales in 2019 and in England in 2021.

Napo will remind the MoJ and other employers that the Enhanced Voluntary Redundancy scheme negotiated in 2014 remains in our members' contracts of employment and must be honoured in the event that jobs are identified as being at risk. This protection, which should cover severance as well as redundancy, should be applied to all staff transferring from the failed CRC contracts for the life of any new contracts for Probation delivery.

Failure to deliver an adequate protection agreement, or failure to honour EVR for all transferring staff will result in Napo campaigning for potential industrial action, up to and including strike action.

NEGOTIATING COMMITTEE – Cafcass/Probation

26. Electric Pool Cars

This AGM should give Napo's Negotiating Committees the endorsement to discuss with our employers the prospect of leasing electric cars. We also propose that our employers put in electric charging points at Probation and Cafcass offices.

Air quality is the top environmental risk to human health in the UK and the fourth greatest risk after cancer, heart disease and obesity (DEFRA 2019). As an organisation, the Probation Service and Cafcass should display a moral conscience towards our environment and actively display how much we care for future human health and life.

If we were to adopt such a strategy, and policy manifested itself in action, obviously it will help our environment but could potentially reduce work related stress.

This AGM proposes that we should lobby for finances to be made available to all areas for the initial cost. It is likely that the cost of a lease would ultimately pay for itself through reduced mileage claims and better productivity due to lower stress and improved staff morale.

This AGM believes that as a Union we should be pressing our employers to investigate and adopt such plans.

CONSTITUTIONAL AMENDMENTS

CA1. Appendix A – Standing Orders for the conduct of General Meetings.

This Constitutional Amendment is to update the Standing Orders section to bring it in line with changes that have occurred over time regarding the Constitution and the Annual General Meeting.

In section 1 - Order of Business:

Delete the first sentence.

In section 4 – Motions and Amendments, para (a):

Replace in first line 'full' with 'voting'

Delete in first line 'and voting'

In the second line, after 'or by two full' – insert 'or professional associate'

So this para now reads:

- (a) Unless a majority of voting members present agree otherwise, a motion or amendment must be proposed and seconded in person by the two members who placed it on the agenda or by two full or professional associate members of the branch or committee which did so.

In section 13 – voting, para (b):

Replace 'fifty' with 'twenty'.

CA2. Section 29 Disciplinary Rules

A case last year has highlighted some difficulties with the Disciplinary process in the constitution leading to potentially unfair outcomes for members and complainants. Having taken legal advice on this, the NEC proposes amending the constitution to remove the detailed process from the constitution itself and leave those details in the NEC agreed disciplinary rules. The NEC also proposes to re-draft those rules with legal advice to be agreed by the NEC. The current rules would remain in force until new rules are agreed by NEC.

Section 29

29(c) to become 29(b)

29(b) to become 29(c) and to delete 'subject to 29(g)

remove sections (e), (f) and (g)

(h) remove "the Branch Officers or"

(i) After "shall" insert 'be determined by disciplinary rules agreed by NEC but must' before "consist of"

Remove sections (j) and (k)

(l) Delete first sentence and replace with 'The following actions shall be available following a finding of conduct as defined in S29 (a)'. Delete last sentence.

Remove sections (m), (n), (o), (p)

Re-number all sections so S29 now reads as:

29. Disciplinary Action

- (a) A member shall be liable to disciplinary action for conduct which seriously prejudices the interests of the Association or is contrary to its objects.
- (b) All stages of the disciplinary process shall be conducted in accordance with the principles of natural justice and shall be governed by rules approved by the NEC. Complaints should be dealt with at the lowest possible level within these procedures.
- (c) Disciplinary action under 29(a) should only be taken where attempts at resolution have failed or are judged inappropriate by the Branch Officers of the complainant's Branch or the National Officers.
- (d) At every stage a member who is the subject of disciplinary proceedings shall have the right to be accompanied or represented at no cost to the Association and to be informed of any action taken. No member who is the subject of disciplinary action shall assume formal responsibilities within these procedures.
- (e) If, in the interests of the Association, it is deemed to be essential, the National Officers may suspend the member from participation in specified activities of the Association until the disciplinary matter is resolved.
- (f) the full disciplinary procedure shall be determined by disciplinary rules agreed by the NEC but must consist of:
 - (i) an investigation;*
 - (ii) a hearing;*
 - (iii) an appeal by the member concerned.*
- (g) The following actions shall be available following a finding of conduct as defined in S29 (a)
 - (i) impose a written warning as to future conduct;*
 - (ii) disqualify from office in the Association for up to three years;*
 - (iii) recommend to the NEC that the member be expelled from the Association.*

CA3. Pay Meetings

20 Negotiating Committees

- (a) Probation Negotiating Committee
 - (vi) When a referral is made under clause 20(a) (v) each branch, with assistance via Napo Head Office, will hold an e-ballot of all full members of the branch within twenty-eight days to consider the question referred. (Add) **“Meetings should be convened during that time to debate any pay offer”**. The agreement or offer shall be ratified

if a majority of full members supports it. The General Secretary shall inform Branch Secretaries in writing of the details of the voting.

Abbreviations used in resolutions

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 Committee
UN – United Nations
UPW – Unpaid Work
ViSOR – Violent and Sexual Offender Register
WiN – Women in Napo
WMT – Workload Measurement Tool
YOS – Youth Offending Services

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