

Probation | Family Courts



Annual Report 2020-21

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INTRODUCTION

Napo's work against Covid

At around this time last year, I somberly referenced the 40,000 Covid-related deaths that had occurred in our communities. Now the fatality rate is approaching 130,000 across the UK and is still rising (albeit at a lower rate than before) despite the relative success of the Vaccination programme. Napo, through the TUC, was part of the campaign that forced the Government to eventually announce that a Public Enquiry will take place into its handling of the Pandemic.

While we await the start of this sometime next Spring, our members across Probation, Cafcass and Probation Northern Ireland continue to demonstrate their courage, resilience and commitment in maintaining vital public services.

Napo's response to the Covid crisis given our size and available resources has been remarkable, as we have maintained engagement with senior leaders and Government Ministers. We have left no stone unturned in pushing for the highest possible standards of safety to protect our members, clients and communities.

We have also seen the benefit of the Health and Safety training that was put in place last year as our local activists have worked extraordinarily hard to take part in the risk assessment process across all employers, helping to protect all staff and mitigating the threats posed by the still deadly Covid virus.

Our Officials and Officers continue to support our network of activists who bring an additional dimension to our collective work on Health and Safety. Their expertise has ensured that Napo is in a good place to challenge some of the issues around the recovery of services where needs be, but just as importantly, to ensure that we do all we can to arrive at joint solutions with employers.

Probation Reunification

Nobody ever claimed that putting a fragmented Probation service together again would be an easy task, but Napo's Officials and Officers have carried out some very intensive work in the months prior to reunification.

While the 26th June marked a pivotal moment in the history of Napo, the administration of the transfer of over 7000 staff into the Probation service from the former Community Rehabilitation Companies has presented a number of problems including those relating to role alignment, job evaluation, and pay and allowances. These have caused considerable difficulties for many members and are bound to feature in the debates at AGM.

Meanwhile, we continue to promote the next phase of our campaign to rebuild and secure a future Probation service which is suitably invested in and is accountable to

the communities that it serves, and there will be many opportunities for members to offer their views on this at the AGM and beyond.

Pride in all our members

Across the other sections of Napo, we continue to receive loyal support from our members working in the Probation Board Northern Ireland. It has been a personal privilege to work with our representatives here again as we seek to make a meaningful breakthrough on pay after years of austerity. Some positive signs are emerging that a new accord might be possible following changes to the senior management structure, but our members there will rightly expect meaningful action on issues such as pay and workloads.

In Cafcass, a revitalised Family Court Section have made great strides in their engagement with the employer and can be proud of the campaigning work that they have been involved in. While this has resulted in a successful operational response to the threat of Covid, the unsustainable pressures of capacity overload, excessive workloads on practitioners and untaken TOIL show no sign of abating. As always there is much still to do here, but I have been impressed with the enthusiasm and professionalism of our expert practitioner members.

For those of our members who worked across the former CRC estate and have transferred into the Probation Service, never once has Napo allowed ill-informed criticism of your work to go unchallenged.

The fact that the Transforming Rehabilitation project was ultimately doomed, was the fault of Politicians who would not listen at the start; and who failed to act when it became clear that failure to achieve unrealistic expectations was becoming systemic. You can be proud of your efforts over the last seven years in sometimes impossible circumstances, as you enter a Probation Service on an equal footing with your colleagues who were part of the NPS.

Staffing developments in Napo

Last December we bade farewell to National Official Sarah Friday with great appreciation for her significant contribution to Napo over the previous 7 years. I am sure that all members will join me in wishing Sarah every success in her new career with the RMT union.

Following Sarah's departure, we welcomed Fiona Swarbrick and Mike Hines (National Officials) on part time temporary contracts to help us through the difficult period immediately before reunification. Mike currently continues in post as our Health and Safety Lead Official, and Fiona's work alongside our activists in the Interserve CRC was massively appreciated. We also wish Fiona well following her departure to a permanent appointment with our sister union Prospect.

Further developments in Napo Staffing saw the departure of Jermaine Ngobeh in July, again with appreciation from officers and his staff colleagues for his valuable contribution to the Napo HQ team during his time with us. We all very much hope that Jermaine will decide to return to a career in the trade union movement in the future.

I was also delighted to announce the permanent appointments of Ranjit Singh as Assistant General Secretary, and Annoesjka Valent National Official, with effect from June this year following their successful applications to these posts. Fuller details of these staffing changes can be seen in the following NEC report

Our wider objectives

The above narrative is a snapshot of the work that has gone on to promote and protect the interests of our members. I always relish the accountability session at AGM where our members have the opportunity to seek more information on the many issues that your officers and the Napo HQ team have been pursuing on a daily basis.

The pandemic may still be with us, but the next year provides a big opportunity for Napo to greatly improve upon the increase in membership that we have seen over this last year. There are still several thousand staff in the Probation Service who have yet to be convinced about the importance of joining a trade union. If we can take the time to explain why that union should be Napo, we can ensure that this union is there for future generations of members.

Welcome back to AGM

Finally, I am sure that members are delighted that it has been possible to restore the AGM as a hybrid event where we will not only welcome those members who feel able to join us in Newcastle, but also those who have chosen to be part of AGM by remote means. I wanted to place my appreciation on record to the AGM team and the officer group for making this possible

Enjoy AGM and please participate whenever you can from wherever you are!

Ian Lawrence
General Secretary

OFFICERS AND STAFF OF THE ASSOCIATION

ELECTED OFFICERS 2020-21

Chairs	Katie Lomas
Vice- Co-Chairs (Cafcass)	Nicola Taylor-Ebong
Vice Chairs (Probation)	Iqbal Bhogal Siobhan Foreman Carole Doherty
Vice-Chair (Finance)	Keith Stokeld

STAFF

General Secretary	Ian Lawrence
Assistant General Secretary (from June 2021)	Ranjit Singh
National Officials	Tania Bassett (Press, Parliamentary, Campaigns) Sarah Friday (Health and Safety) – <i>until December 2020</i> Mike Hines (Health and Safety) – <i>from January 2021</i> Annoesjka Valent (AGM, Trade Union Organising) - <i>from June 2021</i> Fiona Swarbrick (Interserve CRCs) - <i>until June 2021</i>
Finance Officer Finance Assistant	Theresa Boorman Liz Manville
Office Operations Manager	Keith Waldron
Administrators	Anne Burbidge Taytula Burke Kath Falcon Cynthia Griffith Jacqui Paryag Shireena Suleman Jermaine Ngobeh - until July 2021
ULR Manager (Wales)	Ian Freshwater

AFFILIATIONS FOR 2020

Abortion Rights

Amnesty International

Article 39

Campaign for Homosexual Equality

Campaign for Trade Union Freedom

Cuba Solidarity Campaign

General Federation of Trade Unions

Hazards

Hope Not Hate

Howard League for Penal Reform

Justice for Columbia

Labour Research Department

Liberty

National Shop Stewards Network

National Pensioners Convention

Orgreave Truth and Justice Campaign

Palestine Solidarity Campaign

Trade Union Friends of Searchlight

Trades Union Congress

Unite Against Fascism

Venezuela Solidarity Campaign

Wales TUC Cymru

National Executive Committee

Officers:	Katie Lomas (Chair), Iqbal Bhogal, Siobhan Foreman and Carole Doherty (National Vice-Chairs), Nicola Taylor-Ebong (National Vice Co-Chairs Cafcass) and Keith Stokeld (Vice-Chair Finance)
Branch Representatives:	Each branch is entitled to send one of its two elected representatives to each NEC meeting
NEC Black Reps:	Maureen Vernon (Staffordshire and West Midlands) Patricia Johnson (London)
Officials:	Ian Lawrence (General Secretary) Ranjit Singh (Acting Assistant General Secretary from April 2020 and Assistant General Secretary from June 2021) Tania Bassett (National Official) Sarah Friday (National Official) Annoesjka Valent (Temporary National Official from June 2020 and National Official from June 2021) Theresa Boorman (Finance Officer) Fiona Swarbrick (Temporary National Official from February to June 2021) Mike Hines (Temporary Health and Safety Official from February 2021)
Administrator:	Annoesjka Valent until June 2020, Jermaine Ngobeh (June 2020 to June 2021)

1. **Meetings.** The NEC has met four times since the last annual report was written: in September and November of 2020 and in March and June of 2021. The NEC oversees the work of all Napo's standing committees and receives regular reports from them. Much of the business conducted by the NEC is therefore reported in other sections of the Annual Report.
2. Napo members have faced significant challenges in the year, due to the pandemic, huge organisational change in Probation (England and Wales) and excessive workloads across all employers. Although meetings have been held virtually we have struggled with quoracy at times, leading to an inability to do business at the start and towards the end of the July 2021 meeting. Some branches have vacancies for one or both of their co-reps which exacerbates these difficulties.
3. **NEC Black Representatives.** Black representative seats were filled for the 2-year term 2020-2022 by Maureen Vernon (Staffordshire and West Midlands) and Patricia Johnson (London)
4. **Employers' issues.** Ranjit Singh was appointed Acting Assistant General Secretary in April 2020 for 12 months, following the departure of Dean Rogers in 2019, to take on those aspects of the AGS role relating to legal and representation matters. Annoesjka Valent was appointed Temporary National Official, in June 2021, for 12 months to create additional resource and take on some parts of

Ranjit's role. At the same time Jermaine Ngobeh was appointed Administrator to the General Secretary on a part time basis for 12 months to backfill part of Annoesjka's role. This arrangement was to last for a 12-month period.

5. In December, National Official, Sarah Friday, left Napo, and the Employers' Sub-Committee agreed the creation of two temporary part-time National Official posts (0.5 x 2) to cover Sarah's Role. Fiona Swarbrick and Mike Hines were appointed on contracts running until end of June 2021 to cover this work. Following a staffing review in May/June 2021, the posts of AGS and NO TUO and AGM were made permanent posts and Ranjit Singh and Annoesjka Valent were appointed following internal applications. Mike Hines was asked to extend his temporary contract until September, to take account of the high volume of Health and Safety issues arising from the pandemic. The post of Administrator to the General Secretary was advertised internally as a 0.8 post but there were no applicants. The post is currently the subject of JNC discussions with the staff Shops.
6. **Napo Head Office.** In 2020 Napo purchased office accommodation at Boat Race House, 65 Mortlake High Street and ended its rental lease with PCS at 160 Falcon Road. The move into the new premises took place in February 2021. Thanks were extended to staff for having settled in and all systems are up and running. However, most staff continued to work from home for health and safety reasons during the pandemic restrictions. This is still the position. An office attendance calendar system has been put in place to ensure socially distanced working can be maintained for staff needing to be in the workplace.
7. **Finance.** Napo's Finance Vice-Chair reports regularly to the NEC on Napo's financial position. In accordance with legislative requirements the basic details of the union's income and expenditure during the course of the year are published annually. The audited accounts for 2020 are included in this annual report.
8. **Anti-Racist Policy Statement and Race Action Plan.** The Statement and Action Plans were approved unanimously by the NEC at its July Meeting. The new Anti-Racist Policy Statement set out clearly that Napo is an anti-racist union and has a zero tolerance approach to racism and the accompanying Action Plans will ensure that we collectively can make change happen whilst providing individual members with an opportunity to play their part via the individual member action plan.
9. **Disputes.** The NEC receives regular reports regarding branch disputes. No disputes were reported in 2020/2021.⁹
10. **Motions.** The NEC received one Category B motion (i.e. motions for consideration by Napo Committees). This was from Kent, Surrey and Sussex Branch and concerned National Representatives remuneration it was debated and voted on by NEC and was lost.
11. The NEC received no Category C motions (i.e. those that, if passed by NEC, become policy) during 2020/2021. However, an emergency motion from London Branch on breaches of an HSE report and lack of consultation on Health and Safety Covid issues, was taken by the NEC as a Category C motion and adopted as policy.

12. **Emergency Motions:** There were two Emergency Motion. The November 2020 NEC accepted and agreed a motion on supporting the TUC Public Sector Pay Freeze campaign. The July 2021 NEC accepted an emergency motion on Job Evaluation however it was not possible to take the vote as the meeting was inquorate due to some reps having to leave.
13. **Operational Plan and Strategic Objectives.** The November meeting of the NEC agreed Napo's operational Plan 2021 and this was sent out to branches (NEC25/2020) in early December. The plan was set out in line with the five objectives set out under Napo's strategic aims covering the range of Napo's work.
14. **NEC Committees.** Following the decision in 2019 to disband National Committees (apart from the Constitutional Committees i.e. Probation Negotiating Committee, Cafcass Negotiating Committee, Family Court Committee, Probation Editorial Board, Family Court Editorial Board, Steering Committee and Equal Rights Committee) a number of networks were created. Substantial work has taken place across the Professional and Training Network, Campaigning Network, Health and Safety Network, Trade Union Organisation Network, Women in Napo Network, Napo Black Member Network, LGBT+ Network, Disabilities Network, Young Members Network, Manager Members Network, Retired Members Network, and networks for members in the same professional areas such as AP, Courts and Victim work.
15. **General Federation of Trade Unions.** Napo remains an affiliate of the GFTU. The General Secretary was again elected to the GFTU Executive Committee with Katie Lomas (National Chair) as substitute delegate.
16. **Trade Union Coordinating Group.** Napo also remains an affiliate of the TUCG which represents the views and concerns of 10 trade unions including Napo. It organises a range of seminars and events including fringe meetings at the TUC Congress and Labour Party Conference. Napo also continues to work closely and receives regular support and briefings from our Parliamentary Coordinator for the TUCG.
17. **Trade Union Congress (TUC).** Congress 2020 took place as a remote event. Napo's two motions entitled 'A Public Enquiry into Transforming Rehabilitation' and 'Stop Government Recidivism on Rehabilitation' were composited into one by the TUC and carried. Napo also seconded the FDA union's motion on Justice and submitted a joint emergency motion with the POA on OMiC but this was not debated. Napo's delegation to Congress consisted of General Secretary, Ian Lawrence, and National Chair, Katie Lomas.
18. Following an election, Ian Lawrence retained the seat for the General Council Section F (Black Member representing smaller unions of less than 200k members) for 2020/2021
19. The 2021 Congress will again be a virtual event. Napo's delegation will be General Secretary Ian Lawrence and National Chair Katie Lomas. Napo's motions will be on 'Rebuilding the Probation Service' and 'Cafcass Services Need the Right Support from Government'.

- 20 **TUC Women's Conference** was held 3 and 5 March 2021. Only one nomination was received, Vicky Hawthorne (Kent, Surrey, Sussex Branch) and she was approved as Napo's delegate. No motions were submitted.
21. **TUC Lesbian Gay Bisexual and Trans Conference (LGBT+)** was held on 25 and 26 February 2021. No nominations for delegates were received. National Official Ranjit Singh attended on behalf of the Officers and Officials. No motions were submitted.
22. **TUC Disabled Workers' Conference** was held on 10 and 11 March 2021. Stephen Osbourne (Merseyside Branch) and Sue O'Mahoney (Kent, Surrey, Sussex Branch) attended as delegates. No motions were submitted.
23. **The TUC Black Workers Conference** was held on 19 and 21 March 2021. Belinda Moon (Kent, Surrey, Sussex Branch) and Humayun Shouib (Cheshire and Greater Manchester Branch) attended as delegates. No motions were submitted.
24. **Welsh TUC Congress.** This was held as a virtual event and Napo Cymru were engaged with it.

Cafcass Negotiating Committee

Membership: Nicola Taylor-Ebong- National Vice-Chair
Nicki Kenney- Family Court Section Co-Chair
Steve Hornby- Family Court Section Co-Chair
Olivia Fitch- Service Manager Rep
Sue Hassall- Member of SEC
Jay Barlow – Lay member (FCA)
Ian Lawrence- General Secretary/Official

25. **Membership:** The membership of the Committee is set out in the Family Court Section Constitution. In accordance with the Napo Constitution the Cafcass Negotiating Committee was elected at the Family Court Section AGM which took place on the 29 September 2020.
26. **Meetings:** The Committee has met on 6 occasions during the year (11 August 2020, 17 September 2020, 9 December 2020, 2 March 2021, 4 May 21 and 22 June 2021). These meetings have taken place together with the Section Executive Committee and the Family Court Committee so that information can be shared. Due to the ongoing Covid-19 pandemic all of these meetings have taken place by virtual means.
27. Nicki Kenney, Steve Hornby, Jay Barlow, Nicola Taylor-Ebong and Ian Lawrence have continued their regular virtual meetings (fortnightly since September 2020) with Cafcass Senior Leaders to discuss and negotiate with them their response to the Covid-19 pandemic.
28. **Partnership Meeting:** We have attended four virtual Partnership Meetings with Cafcass Senior Leaders on the 14 October 2020, 25 January 21, 28 April 2021 and 22 July 2021. We have submitted the majority of agenda items for these meetings on issues in relation to the Covid-19 pandemic, the workload crisis, pay and professional issues and have taken a very active part in these meetings.
29. In addition to these meetings, we requested and attended an urgent meeting on 10 November 2020 with the Chief Executive of Cafcass, Jacky Tiotto, to raise our concerns in relation to Cafcass' mixed messages about seeing every child in person during the Covid-19 pandemic.
30. **Pay:** Cafcass eventually offered a 2% fully consolidated pay rise for the 2020/21 pay year. Members were balloted and the offer was accepted. It was disappointing that the MoJ insisted that Cafcass clawback the Working at Home allowance it had given to staff for a few months at the start of the Covid-19 pandemic from their overall pay remit.
31. Cafcass has been advised that we will submit a joint pay claim with Unison for the 2021/2022 pay year, as we do not recognise the Public Sector Pay freeze

imposed by the Government. We have highlighted that Cafcass staff's pay has fallen behind their counterparts in the Local Authorities, which have greater flexibility on attracting experienced social workers. Cafcass' turnover of staff is increasing and, in some areas, it is highly challenging to recruit suitably experienced Family Court Advisors.

32. **Surveys of Family Court Sections members:** We have conducted two recent surveys of the Family Court Section members.
33. The first survey was in April 2021 in relation to safe workloads following Cafcass introducing a cap of 25 cases, which in our view was unsafe. The results of our survey indicated that 86% of our members gave a figure of 14-20 cases with an average being 17.4 cases and 16.5 cases for public law workers. The average for safeguarding letters that could be completed in a day was 1.6 letters. The results of this survey were shared widely with Cafcass' Chief Executive Officer, Cafcass Senior Leaders at Partnership and the Covid-19 Programme Board and with the Cafcass Board at their Open Board meeting on the 28 May 2021.
34. The second survey took place in June 2021 with respect to the hours worked and TOIL accrued by our members. The results and comments made in the survey were concerning and unacceptable. Responses were received from all social work grades across all Cafcass areas and in all configurations of teams. There was no discernible difference or pattern to responses across areas, teams or roles, with the exception that none of the Service Managers who responded counted their hours. The survey revealed that 88% of staff had worked extra hours in the last 4 weeks than they had been unable to take back. Of those, 89% of staff said that it was a frequent occurrence. 65% of staff do not count their extra hours of work. Of those that did, the amount of time owed ranged from 0 to 70 hours with the average number of hours being owed was 25 hours. The results of this survey have again been shared widely with Cafcass' Chief Executive, Cafcass Senior Leaders and the Secretary of State for Justice. We have demanded an urgent plan to tackle this TOIL crisis.
35. **Workload Crisis:** The Covid-19 pandemic has exacerbated the workload crisis within Cafcass. The Family Justice System is under unprecedented pressure with Cafcass now facing an unsustainable workload crisis. Much of our work has focused on highlighting this and demanding an urgent plan within and outside of Cafcass to tackle this. Presently there are a record numbers of cases open within Cafcass (22% more than before the pandemic) due to a lower throughput and finalisation of cases within the Family Courts. Demand is also back at and in private law eclipsing pre-pandemic levels. Family Court Advisors are holding unsafe caseloads both in respect of their health and wellbeing and in making safe recommendations for children and families.
- 36 We have raised the workload crisis in a briefing note and meetings with members of the Justice Select Committee ahead of Cafcass' Chief Executive's appearance before them on the 16 March 21. We have also raised the workloads crisis with the Justice Unions Parliamentary Group on the 15 October 2020 and the 08 March 2021. More recently, we have written a letter to and requested a meeting with the Secretary of State for Justice. We have shared this letter with the Chair of the Justice Select Committee and offered to give evidence.

37. Further, a motion has also been submitted to the Trade Unions Congress 2021 detailing the crisis within Cafcass.

Campaigning Network

Officers: Jay Barlow
Siobhan Foreman
Official: Tania Bassett (National Official)
Administrator: Taytula Burke
Members: At the time of writing the Network has 5 members.

38. **Parliament:** Napo has issued a high number of briefings to MPs in relation to Probation and Family Court Section either directly or via the Justice Unions Parliamentary Group. Ian Lawrence General Secretary and Katie Lomas National Chair have also given evidence directly to the Justice Select Committee. In the last year there have been numerous consultations and reports from various stakeholders that Napo has contributed to or responded to. These include:

39. HMIP

- Quality Assurance of Serious Further Offences
- Inspection Framework and Programmes
- Caseloads, workloads and staffing in probation
- Race equality in probation
- Future adult inspections

40. Justice Select Committee

- Family Courts - Workloads
- Covid; The impact on probation
- Women in prison

41. HMPPS

- Policy framework serious further offence consultation.

42. **Press:** As a result of the reform programme in probation, Napo has maintained a high profile in the media. These have covered a range of topics from the impact of Covid on the running of the service, staff and clients, to what the future of the probation service will look like.

43. Napo has had ongoing contact with media outlets in relation to inquests of high profile cases to ensure that coverage is balanced. Ian Lawrence has also taken part in an investigative programme looking at the impact of probation privatisation had on a high profile serious further offence.

44. Family Court section has received media interest around its current workload crisis and the introduction of prioritisation protocol. Napo has contributed to a number of articles on this topic being covered by Community Care magazine.
45. **Campaigns:** The Campaign Network has struggled to meet on a regular basis due to conflicting demands and work pressures. However, much of the committee's work has had to be put on hold as the transition for reunification had to take precedent. Many of 2020 AGM motions will therefore roll over into the next Napo year of work.
46. **Reunification achieved, but what next for Napo's campaigning?** - Our next focus in terms of national AGM mandated campaigns follows on from reunification. Napo will begin to draw up a strategy to get probation out of the Civil Service, a growing issue on a number of levels post transfer. This will run alongside our campaign to release probation from Prisons and develop the profession as a separate service to the Prison Service.
47. **Family Courts need urgent resources – Prioritisation Process** - Worryingly the workload crisis in Cafcass has continued to deteriorate. Despite giving evidence to the Justice Select Committee via a number of briefings and writing to the Minister on this issue we are no closer to finding a long term solution. Napo is pushing for a meeting with the Minister highlight our members' concerns about safety for children and for a sustainable strategy that can secure the service going forward.
48. **PSOs: Plugging the gap and bearing the weight** - Now transition has taken place we will need to review this position with the employer. An increase in PSOs and PSO suitable cases may well alleviate some of the issues but Napo is already hearing worrying reports of inappropriate allocation of cases. Napo will push this issue with the employer to ensure that it is closely monitored and appropriate escalation routes are given to staff experiencing problems.

Editorial Board Probation Journal

Members: Nicola Carr (University of Nottingham) Editor
Emma Cluley (National Probation Service, Greater Manchester)
Managing Editor
Steve Collett (Merseyside/Retired)
Olivia Henry (National Probation Service, South West)
Peter Marston (National Probation Service, North West)
Shelly-Anne McDermott (Independent)
Fergus McNeill (University of Glasgow)
Jake Phillips (Sheffield Hallam University)
Ruth Storey (National Probation Service, Yorkshire and Humberside)
David Raho (National Probation Service, London) Book Review Editor
Gwen Robinson (University of Sheffield)

Officer: Keith Stokeld (Vice Chair Finance)

49. **Editorial Arrangements:** Oversight of the editorial process is shared between Nicola Carr (Editor) and Emma Cluley (Managing Editor), backed by an experienced and committed board membership. The Editor chairs the board meetings, provides the written feedback to authors regarding publication decisions, and copy edits articles for production. The Managing Editor oversees the submission of articles, deals with general enquiries, organises the board meetings and liaises with the publishers and authors during the publication process.
50. **Usage:** There were 113, 885 full-text downloads of PJ articles in 2020, which is an increase from previous years. The proportion of paid usage of the journal remains stable, and the Probation Journal performs well above the average when compared to other Sage titles.
51. In 2021 (YTD) there were 81,893 downloads. This figure is higher than the previous year's figure at the same point in time.
52. The following articles were amongst the Top 10 Most Downloaded articles (Jan-Jun 2021): Annison et al (2019) 'Transforming Rehabilitation: The impact of austerity and privatization on day-to-day cultures and practices in probation.'; Fox et al (2017) 'A Rapid Evidence Assessment of the effectiveness of prison education in reducing recidivism and increasing employment.' And Cracknell (2020) 'Post-sentence supervision: A case study of the extension of community resettlement supports for short sentence prisoners.'
53. **Sage Partnership** The relationship with Sage Publications remains extremely positive and regular meetings are held with Sage's production team. Sage actively promotes the Journal both nationally and internationally and has given it access to markets which it would be difficult to reach without an internationally respected publisher. It is already read in more than two dozen countries worldwide, and the income and profile of the Journal has continued to increase

as a result of Sage's international marketing. The royalty earned by the Probation Journal in 2019 was £46,1799.78 (The actual amount received by Napo was £43,148.00). (The 2020/21 Royalty Statement is awaited from the publishers).

54. **Board Meetings and Board Composition:** The editorial board continues to meet every three months and remains a very strong and highly committed team. We have held meetings online over the past year due to the public health restrictions. There is a good geographical spread in terms of probation representation. Including the editors, the board now comprises of probation practitioners, managers, senior academics, and a former Chief Officer. There is a good gender balance amongst the board members but BAME members remain under represented.
55. **Journal Contents and Copy Flow:** The Journal continues to receive a high number of good quality papers from across the world and usually has a waiting list of a year between acceptance and publication. However, the policy of prioritising topical papers means that articles on pressing current issues are still published relatively quickly when compared to many other journals, and articles appear on-line well in advance of the hard copy publication.
56. The Journal aims to produce articles of the highest academic quality whilst retaining their relevance to probation practitioners. This sets it apart from other criminal justice related publications. Over the last year, the published articles have covered a wide range of topics. We published two special issues: One on resettlement provision and one on critical perspectives on desistance. We worked with Napo on a webinar series on resettlement, which involved authors of papers included in the special issue recording a webinar and participating in a panel discussion.
57. The best paper prize for 2020 was awarded to Rita Sha for her paper: 'Hidden in Plain Sight: Architectures of Community Corrections as Public Secret. This was formally announced in the June 2021 edition of the journal and a podcast was recorded with the author and is available on the journal's website.
58. The Journal continues to be committed to engaging with practitioners and the issues that concern them. The practitioner response section of the journal continues to be an important part of this strategy and appears to have been well received by practitioners.
59. **Issues in Community and Criminal Justice:** The ICCJ is edited by Steve Collett (Series Editor) and Emma Cluley (Managing Editor) and overseen by the full Journal Editorial Board. An ICCJ issue based on a practitioner's account of probation over the course of several decades is currently in development.
60. **Concluding Comments.** The Probation Journal continues to reflect and enhance Napo's reputation as a professional association to good effect. The main objective of the editorial board over the coming year is, as ever, to meet the needs of the Journal's diverse readership with high quality and accessible papers. It aims to link research and theory to the realities of practice, and to cast an informed and critical light on the rapid changes affecting the criminal justice system. The editorial board welcomes comments, suggestions and submissions, and is always willing to discuss submissions with potential authors.

Equal Rights Committee

Members:	Lucas Hall (The Mercia Branch) Duljit Gill (Staffordshire West Midlands Branch) Richard Clark (London Branch) Sue O'Mahoney (Kent, Surrey, Sussex Branch)
Link Officer:	Ikki Bhogal
Link Official:	Ranjit Singh
Administrator:	Shireena Suleman

61. At the March NEC four members were elected to the Equal Rights Committee. The first meeting of the Equal Rights Committee was scheduled to take place in August. Therefore, up until the writing of this report, ongoing work relating to this committee and the one motion allocated to Equal Rights Committee, has been carried out by the Link Official and Officer.
62. **AGM Motions:** Whilst there is 'No Age Discrimination where is the Age Consideration': This motion identified that as the retirement age increases and the standard of living costs rise, more staff are faced with the hard decision of not being able to afford to retire. It requested that Napo work with the Probation and Cafcass employers to explore ways how to look after older staff and how the employers will create accessible and safe work places and retain older experienced staff that will increase the resilience of the organisations.
63. Napo has raised this important issue with the National Probation Service. We have discussed the issue at the Probation Unions Diversity and Equality Sub Committee. The unions received a presentation on the work that probation is doing with older service users. However, it was acknowledged that there was no similar focussed strategy in place for staff. Therefore, Napo has agreed with the Head of Diversity and Inclusion for HMPPS that there will be a commitment in the employer's current roadmap to focus on older colleagues. A series of Workshops are to be scheduled to identify areas of work that require development.
64. The issue of older workers was raised with Cafcass at their regular Partnership Meeting, as part of the employers work on recruitment and retention of staff. Cafcass recognise that retaining the skills and experience of its older workers is important. They have set up a 'Bank' system where retired FCAs can continue working by becoming Bank FCAs, if they so wish. Further work on how to make Cafcass an age friendly employer will be taken forward with discussions with the lead for Equality, Diversity and Inclusion at Cafcass.
65. **TUC Equality Conferences:** This year the TUC conferences were held wholly virtually. Conferences were open for all trade union members to attend as visitors and unions were invited to put forward delegates to the conferences who were entitled to speak to the motions at conference. Napo was fully represented at all the TUC Equalities conferences (Black Workers' Conference, Disability Conference, LGBT Conference, and Women's Conference).

66. **Anti-Racism Statement and Action Plans:** Following the tragic killing of George Floyd in the US last year and the rise of the Black Lives Matter movement. Widespread protests about the consequences of structural racism have taken place. Napo following a meeting of the Napo Black Network committed to revising its Anti- Racist Policy Statement and developing an Action Plan to tackle systemic racism within Napo, Probation and the Family Courts Service and to challenge racism in wider society.
67. Napo established a working group of Anti-Racist Officers to review and update our policy on racism. The group met on three occasions and developed a new Anti-Racist Policy Statement for Napo to adopt. In addition, the working group felt that it was important to develop a corresponding national Napo Action Plan with an individual Action Plan for members to commit to. This is important as fighting racism is everyone's responsibility.
68. The new Anti-Racist Policy Statement set out clearly that Napo is an anti-racist union and has a zero tolerance approach to racism and the accompanying Action Plans will ensure that we collectively can make change happen whilst providing individual members with an opportunity to play their part via the individual member action plan. We would like to give thanks to the members of the working group who gave their valuable time to develop the statement and the plans. The Statement and Action Plans were approved unanimously by the NEC at its July Meeting.
69. Napo Black Network (NBN): The NBN has set up virtual meetings to take place throughout the year. The network has grown over the course of the year and it has become a valuable means for Napo members of colour to come together and share their experiences of working in Probation and Cafcass and being a member of Napo. We shall continue to host quarterly NBN meetings and host occasional open meetings of the NBN.
70. **ARO Meetings:** The growth in popularity of virtual meetings means that it has become easier and more convenient to bring activists together and meet to discuss issues. With the development of the Napo Race Action Plan and the revised Anti-Racist Policy Statement Napo has committed to holding regular meetings of the Branch Anti- Racist Officers (AROs). The AROs now meet quarterly and the goal is to make sure that every branch has an active ARO and that they take positive steps to implement Napo's Anti-Racist approach at branch level.
71. **Probation Survey of Black Asian and Minority Ethnic Staff:** After a substantial delay, the survey was finally concluded in the first half of 2021. It was first launched in the NPS in April, closely followed by the launch across the CRCs. This was a joint survey carried out in conjunction with the Trade Unions, Probation Employers and the Staff Network – RISE.
72. There was a total of 970 respondents from the NPS (Over 30% of all responses came from London, followed by West Midlands on 11.2% and East Midlands on 8.6%. 12.5% of respondents who answered this question preferred not to say which NPS region they worked in. The total of respondents from the CRCs was

less just under 200. Although the responses from the CRCs was substantially lower than the NPS they will still provide valuable qualitative data.

73. The responses and results from the survey will be used to help establish a unified probation service which has diversity, equality, and inclusion at its heart and we expect a thematic report to be produced in the Autumn of 2021.
74. **Development of Equality Networks:** Following the success of the NBN using virtual meetings as a platform. Napo will be using this model to develop further equality networks. Napo will develop an LGBT network and Disability network with the aim to launch them at this year's AGM.
75. **Equalities Statement:** Equal Rights Committee has overall responsibility for the development and governance of all issues relating to equality and diversity at Napo. Its work over the past year is included in the Equal Rights Section of the Annual report and as such is not repeated here.

Family Court Committee

Membership: Nicola Taylor-Ebong – National Vice-Chair
Nicki Kenney – Family Court Section Co-Chair
Steve Hornby- Family Court Section Co-Chair
Brian Kirby -Co-Editor Family Court Journal
John Mallinson- Co-Editor Family Court Journal
Ian Lawrence- General Secretary/Official

Family Court Journal Editorial Board

Membership: Nicola Taylor-Ebong
Nicki Kenney
Steve Hornby
Brian Kirby
John Mallinson
Jay Barlow
Catrina Flynn

76. **Membership:** The membership of the Committee is set out in the Family Court Section Constitution. At the Family Court Section AGM held on the 29 September 2020, there were no nominations from members to join the Family Court Committee and as such the work of this committee is limited. We need members to support and join this committee for it to function effectively.
77. **Meetings:** To share information and ideas the Family Court Committee has met together with the Family Court Section Executive and the Negotiating Committee on 6 occasions during this year (11 August 2020, 17 September 2020, 9 December 2020, 2 March 2021, 4 May 2021 and 22 June 2021). Due to the ongoing Covid-19 pandemic all of these meetings have taken place by virtual means.
78. **Motions:** The Family Court Committee has taken forward the motion passed at the Family Court Section AGM entitled 'The over-representation of children from black and ethnic minority backgrounds in child welfare systems and the care population'. This motion was raised at Partnership Meetings with Cafcass Senior Leaders on the 14 October 2020 and the 25 January 2021 and Cafcass agreed to undertake a joint piece of work with Napo in this area. Meetings have taken place with the Equality, Diversity and Inclusion Lead for Cafcass and following a question submitted to the Cafcass Open Board meeting on the 7 July 2021, Cafcass has provided us with a summary of their data in relation to the ethnicity of children worked with by Cafcass. This important work is set to continue.
79. **Other issues:** We have raised and discussed other professional issues with Cafcass Senior Leaders at Partnership Meeting namely the training and resource implications of the Bell-v-Tavistock Judgement, training needs following the recommendations of the Public Law Working Group and the importance for Family Court Advisors of autonomy and professional decision making.

80. **The Family Court Journal** has produced one edition of the Family Court Journal this year. There was a delay in this being posted out to members due to the Covid-19 pandemic.
81. The Editors are securing articles for a further edition of the Family Court Journal. Decisions need to be made as to whether this and further editions would be produced electronically and/or on paper. It has been agreed that a planning meeting will be convened to discuss the future of the Family Court Journal.

Health and Safety Network

Officer: Carole O'Doherty (National Vice- Chair)

Official: Sarah Friday (until December 2020)
Mike Hines (from February 2021)

Administrator: Shireena Suleman

At the time of writing the Network had 9 members.

82. **Napo safety committee:** The Committee met in April 2021- when our discussion was dominated by the Covid-19 pandemic.
83. **Motions:** Additionally, the committee discussed how to action the AGM 2019 resolution 'It was always Foreseeable'. Given that this motion was Interserve specific the committee agreed that Napo should raise this nationally at the next national Interserve meeting.
84. Given the timing, the focus of much of our subsequent work on the resolution has been focused on Covid-19 specific issues and relating impact on occupational stress.
85. We made significant progress on resolving several outstanding issues which were causing much upset and frustration for our members, when in June Interserve finally agreed to match NPS on virus related HR arrangements such as carry-over of annual leave and parental leave. We also raised with Interserve, the issues of a moratorium – for how work not done during lockdown will be dealt with.
86. **Activities:** Committee members have taken part in Napo health and safety activities throughout the year: playing a leading role in the Napo introductory safety rep training which took place in June and also providing feedback on employers' generic Covid-19 risk assessments.
87. **2019/20 Napo Health and Safety publications:**
 - Update to Napo guidance on the NPS Attendance Management Policy
 - Napo guide to Covid-19 risk assessments
88. **JUPA (Justice Unions in Prisons Alliance):** Mike Hines and Carole Doherty's involvement in this 'Safety in Prisons' campaign (formed of nine unions who have members who work in prisons) has continued throughout the year. We have taken part in meetings of the JUPA organising group and in February we attended a JUPA prison safety summit where unions and employers came together with representatives from HMPPS and the HSE to discuss potential

improvements to health and safety for prison staff. The day was successful in securing broad support for the JUPA Safe Inside Prisons Charter, which was then sent to Lucy Frazer, Minister of State for Probation and Prisons or her endorsement. We also contributed to and added our support to a JUPA letter to Robert Buckland, Secretary of State for Justice, about the recovery strategy in prisons.

89. **Impact of the Corona virus on health and safety related work:** Upon lockdown all Napo officer and officials were overwhelmed with concerns and queries from members as the employers we work with scrambled to react to the lockdown (some were quicker than others in this) - and in some instances arrangements were not sufficient.
90. We asked members for information on workplaces where cleaning and provision of sanitisers, etc. were not sufficient - and shared this with employers for them to address.
91. In the early weeks of lockdown, the lack of PPE/suitable PPE and sanitisers in probation workplaces reflected the scandal of the national picture of inadequate/non-existent provision. Given that arrangements for lockdown were made at a breakneck speed not surprisingly there were some problems going forward which necessitated our involvement to try to resolve.
92. As many Napo members now found themselves working at home either all or part of the time. We surveyed them for their thoughts on homeworking. The survey results showed that the majority of respondents were enjoying working from home - mainly because they no longer had to do the daily commute. Although within this a majority were experiencing problems with musculoskeletal problems and many made powerful comments about the difficulties of isolation and of it being hard to have difficult conversation with clients when working at home when other family members were about. We used the survey results for consultation with employer and for press and campaigning work.
93. **Workers Memorial Day:** On 28 April we asked Napo members to join the Napo staff group in marking the nationwide minute silence to remember workers who have lost their lives from C19, or who have died in service.
94. **Covid-19 seminar training:** In May all branches and employer specific groups or reps were offered Napo Covid-19 training. Interserve and Sodexo reps were amongst those who took up the offer.
95. **Napo health and safety strategy.** In June, as the employers began their planning for the 'recovery stage' we launched the Napo Covid-19 strategy. The strategy was aimed at ensuring we were best placed to address the work coming out of greater numbers of staff and service users returning to probation and family court workplaces – and it was endorsed by all-member meetings and the Napo NEC.
96. **Achievements of the strategy:** In June we held the first ever Napo training to take place via zoom. 20 new reps were accredited as a result of this training. And a total of 63 reps attended the stand alone part of the training on Covid-19/individual risk assessment training. We set up a Health and safety network

google group so that Napo safety reps can keep in contact with each other. In addition to the June launch meetings we continued to recruit more Covid contacts during the summer months.

97. In September a training event for the contacts was held, which was an opportunity for the contacts to learn more about their role as our eyes and ears for the virus in the workplace using the Napo Covid Contact Checklist. The contacts will also help promote the role of Napo in the workplace by displaying Napo Covid-19 'help stop the virus' posters.
98. **Covid-19 risk assessments:** Napo reps have played an essential role in the consultation work around the Covid-19 risk assessments (and as a consequence of the above strategy we have been better placed to do this with more reps trained to cover this work, and pre-existing reps given refresher training).
99. The next step is to ensure that the risk assessments are fit for purpose when tested by staff returning to workplaces in greater numbers. To assist in this, we will encourage members to become familiar with their workplace Covid-19 risk assessment - and to ask for the assessment to be reviewed if they have reason to think it is not 'suitable and sufficient'. Our safety activist teams of safety reps and Covid contacts will play a vital role in this.
100. **Mental Health and Welfare Group:** Napo officers and officials have been attending this group which was set up recently by Ian Barrow. The aim of the group is to ensure that there is 'a coordinated approach to promoting and making sure that staff and service users are accessing any support mechanism they need through the recovery' and to look at mental health and welfare strands through all recovery work streams. We need to ensure that the group is not just a talking shop. In connection with this we requested that mental health issues are identified as an occupational hazard on all Covid-19 workplace risk assessments and that appropriate control measures are implemented.
101. **Safety Network meetings:** Since the start of the pandemic these meetings have taken place on a much more regular basis (they are usually quarterly). And if not at the safety committee then very regular discussions have taken place between trade unions and employers regarding Covid-19 H&S arrangements via other routes. This is the case for all probation employers and also Cafcass.
102. **National Hazards Campaign.** We recently endorsed the aims and objectives of the Hazards Campaign new charter 'The COVID-19 Safe Workplace Charter and briefing document on ending work lockdowns'. Janet Newsham, advice worker at the Manchester Hazards Centre spoke at the launch event for the Napo Covid-19 strategy in June.
103. **Stress at work:** Following a meeting between Napo's General Secretary, Napo's National Chair and the NPS Chief Probation Officer; Napo officer and officials were invited to attend NPS divisional health and safety meetings to ensure all was being done that could be to address the problem of occupational stress.

104. One particular issue that came out of this series of visits was around how stress risk assessments were recorded. Only in one division was there an attempt to record the number of stress risk assessments being done. Given that these assessments are the main way of managing this risk it seems a bit of an omission that the employer did not know how many of them were being done – and they agreed to address this.

Probation Negotiating Committee

Members:	Jenny Aston (Staffordshire West Midlands) Dave Bellingham (East Midlands) Ann Cruse-Stoddart (West Yorkshire) Natalie Dimbleby (The Mercia) Patricia Johnson (London) Sue O'Mahoney (Kent Surrey Sussex) Mike Quinn (East Coast)
Officers:	Katie Lomas (National Chair)
Officials:	Ian Lawrence (General Secretary)
Administrator:	Jermaine Ngobeh (until July 2021)

105. **Membership and meetings:** The Committee has carried one vacancy in Bands 1-3, one vacancy in Band 4 and one vacancy in Bands 5+. Since the last annual report was written the Committee has met in October November in 2020, and March, May July and August 2021. The items below were discussed at these meetings and incorporated regular updates by Link National Officials for their respective CRC areas.
106. **Probation Reunification:** Following the outcome of the ballot of CRC members last year on the Staff Transfer negotiations for reunification, the Committee has received regular updates on the issues that have emerged in the months leading up to the 26th June.
107. **NPS Pay:** The Competency Based Framework model pilot scheme was launched earlier this year. This will provide the basis for future pay progression. This was followed by an unsatisfactory pay award for the year 2020/2021 which, despite every effort to achieve improvements, fell well short of the claims by the Probation trade unions.
108. After months of delay and a series of discussions between HMPPS and the Treasury and Cabinet Office to clear a business case, negotiations on the Joint Unions' pay claim for 2020/2021 continued after Napo AGM 2020. Whilst not forming part of the pay claim, the delay was compounded by the interference of the Treasury in approving the incremental progression payment due to those eligible NPS staff as the cost of this exceeded central remit guidance.
109. Whilst it was announced at the Napo AGM that pay progression would be paid out to NPS staff, the discussions on the joint unions pay claim first submitted in February 2020 were especially difficult.
110. **Final Offer:** The Unions received a final pay offer covering the 2020-2021 remit year summarised as follows:

- A 2% non-consolidated but pensionable increase to those staff not in receipt of pay progression of their pay band maxima
 - Once those staff on pay band minima move to the next incremental pay point then all pay band minima to be removed
 - Second step on pay bands for Grades A&B to be removed
 - Commitment going forward to provide for fewer pay points in each band
 - Current staff in Pay band 1 to be moved to a single step rate for 2020-2021 of £18,174 wef from 1/04/2020
 - Immediate review of job roles in pay band 1 with intention to redesign these to align with pay band 2
 - Pay band 1 to be phased out entirely by April 2021 and no new staff to be hired into pay band 1
 - No CRC staff to be assimilated into pay band 1
111. The PNC were invited to consider the outcome of the negotiations against the aims of the joint pay claim.
112. It was always likely that a freshly elected Conservative Government would take a hard line on public sector pay, especially where claims or existing commitments i.e. NPS pay progression, meant that Treasury remits would be breached. The financial pressures caused by the Covid Pandemic in 2020 also meant that further scrutiny was applied to all such expenditure.
113. The opinion of the negotiators was that the offer was the best that could have been achieved by negotiation and that all available funding was secured. Members were subsequently balloted with a neutral recommendation and the offer was accepted after a low turnout.
114. **Pay Unity Campaign:** Napo National Officials maintained pressure on CRC owners through 2020 into 2021 to take positive steps to redress the imbalance between CRC and NPS pay rates in the run up to reunification. The majority of CRCs made further pay awards within this calendar year or settlements which encompassed the period from April 2020 to June 2021. Details of these are contained elsewhere in this report
115. **Pay 2021/2022:** Unfortunately, and as had been widely predicted, the Government announced a Public Sector Pay freeze at the turn of the year citing the strain on finances due to the pandemic. This has seriously impacted on the negotiations on a joint union multi-year pay claim with the Probation Service and HMPPS senior management. At the time of writing the unions were about to consult members having received a formal offer for the pay year 2021/2022.
116. **National Disputes:** At the time of writing efforts were still being made to try and resolve disputes on back pay for AP residential Workers following the impact of the E3 exercise.
117. A dispute has also arisen over the interpretation of pay progression policy for staff after six-months service following appointment, promotion or regrading. More news on both of these issues will follow in advance of AGM.
118. **National Facility time agreement update:** The NPS presented an offer calculated on the basis of Cabinet Office rules i.e. the entitlement to facilities is

a proportion of the pay bill. We have not yet accepted this and continue to discuss the actual allocation of time needed to support the employer in their reform programme.

119. The emergency measures introduced as a result of C-19 has meant that Napo has successfully sought additional time for our representatives to undertake Health and Safety duties.
120. Negotiations have resumed and will reflect the new Regional structure within the Probation Service and the increasing pressures on Napo reps.

Professional & Training Network

Officer: Keith Stokeld (National Vice-Chair Finance)
Official: Tania Bassett (National Official)
Administrator: Shireena Suleman

At the time of writing the Network had 26 members.

121. The Professional and Training Network has met on a fairly regular basis considering the amount of pressure everyone has been under in relation to the transition. However, as a result of workloads and the pressures of transition many motions are still incomplete and these will roll over to the next Napo year.
122. **PQiP and the de-professionalisation of the probation service:** Quite a bit of work has been done in relation to PQiP. Tania Bassett National Official has attended a number of meetings with the PQiP lead in HMPPS (a change of personnel at HMPPS did cause some delays in the ongoing work).
123. In terms of access to PQiP Napo has made strong representations regarding the recruitment app. The Pathways pilot is now being expanded which enables internal applications to bypass the app that has failed to produce the result for internal applicants that were anticipated.
124. The huge recruitment drive that HMPPS started last year continues and has so far met the targets for each cohort. Once the pilot is fully evaluated it is hoped this will be rolled out across the whole of England and Wales.
125. The contents of PQiP is set to be reviewed and Napo will be seeking to be part of the process from the outset. Napo will be pushing that the course is not only too short but also lacks critical content such as reflective practice and professionalism. We are also asking PQiP learners to get involved with the Professional and Training Network to ensure that we have direct evidence of the course.
126. **Licence to Practice:** There is no update on the licence to practice and this seems to have yet again being kicked into the long grass with transition being the main central priority. Napo will be picking this up in the coming months as it is supported by the Prisons and Probation Minister Alex Chalk.
127. **Life after lockdown - lessons we can learn from home working:** The past 12 months have been difficult for everyone as the lockdowns continued with the majority of work both in the Family Court and in Probation being carried out from home. This has caused a number of issues and pressures as well as offering a much needed flexibility to work. Work on developing a fully researched Working from Home Policy will need to start to ensure that we identify the positives and the negatives of the new way of working.

128. One area the network has been looking at is research into virtual supervision for both clients and staff. The network is currently exploring research from New Zealand to see how this blended approach to work can be evidence based.
129. **Target Operating Model:** The Network, alongside National Officers and Officials, is carrying out an in-depth study of the Target Operating Model. This should inform us of where there are clear issues for members and clients, pinch points that we can work with the employer to improve and examples of good practice. This will be approached with blended working in minds going forward.

Retired Members Network

Officer: Katie Lomas
National Official: Annoesjka Valent
Administrator: Kath Falcon

At the time of writing the Network has 68 members.

130. Napo's Southport AGM Conference in 2018 voted to set up a Retired Members Committee. This Committee was duly elected in 2019, but was unable to meet before the NEC had converted it into a network, open to any member without the need to be elected.
131. A Zoom meeting of the original Committee was called on 10 December 2020 and attended by Cyril Cleary, Howie Davies, Chris Hignett, Tony Mercer and Peter Robinson from the original elected Committee, and Katie Lomas (National Chair), Annoesjka Valent (National Official) and Kath Falcon (National Administrator). This meeting agreed to call an open Zoom meeting for all retired members of Napo on 17 February 2021. In the event, 68 retired members registered an interest in the Retired Members' Network (RMN), thus making the RMN the largest Network in Napo, and 35 of those zoomed into the meeting with five apologies. The meeting was facilitated by Katie Lomas (National Chair), Annoesjka Valent (National Official) and Kath Falcon (National Administrator).
132. **Structure:** The meeting agreed to set up an Executive Committee to run the Network between general meetings, which would be composed of those members who had been elected on to the original Committee (with their agreement) plus any additional volunteers from the meeting of 17 February. The following members were consequently appointed as the RMN Executive Committee:
- Ken Boyall (East Coast)
 - Cyril Cleary (London)
 - Marilyn Gregory (South Yorkshires)
 - Chris Hignett (London)
 - James Kenyon (Cumbria & Lancashire)
 - Tony Mercer (Family Court Section)
 - Roderic Mitchell (East Midlands)
 - Jeanne Peall (Kent, Surrey, Sussex)
 - Chris Platts (Kent, Surrey, Sussex)
133. It was agreed that the Executive would decide on Network officer posts at its first meeting and, after a wide-ranging discussion, it was also agreed that the

Executive would draw up the terms of reference for the Network and set a date for the next full RMN meeting.

134. The RMN Executive met by Zoom on 6 April 2021 and elected a three-person secretariat to service the Network in conjunction with the RMN's National Official, Annoesjka Valent and National Administrator, Kath Falcon, who also attended the meeting:

- Chair - Rod Mitchell
- Vice Chair – Jeanne Peall
- Convenor – Tony Mercer

135. The RMN Exec agreed to act as support for these three officers, meet when required for this purpose and also, following a full meeting of the RMN, to discuss actions arising from that meeting. Executive meetings will be facilitated by the Secretariat while full Network meetings will be administratively supported by Head Office.

136. The Executive identified the following aims for the RMN:

- to consider matters of relevance to retired members and to Napo's relationship with its retired membership;
- to provide a human resource for supporting Napo's work at branch, section and national level;
- to perform a networking function by putting members in touch with each other and with Napo;
- to initiate and support campaigns around issues of particular relevance to retired members and retired workers in general.

137. Following the low take-up of a TUO survey of retired members, the Executive agreed to carry out a skills audit of retired members to identify ways in which they could help Probation Branches and the Family Court Section.

138. The Executive set the next full Zoom meeting of the RMN for 9 September 2021 at 2.00pm and agreed that the next Zoom meeting of the Executive would be on Thursday 8 July 2021.

139. The Secretariat and the National Administrator and Official finalised a skills audit questionnaire, which was sent out with the first issue of a Retired Members Newsletter at the beginning of July 2021.

140. At its Zoom meeting of 8th July 2021, the RMN Executive and National Official agreed the following:

- that a reminder to complete the Skills Audit should be sent after 23rd July deadline for receipt and should also be mentioned in the General Secretary's/National Chair's blog;

- that the RMN Newsletter will come out three times a year with the next issue after Conference in November - contributions will be requested at the next RMN full meeting on 9th September;
- a quote has been sought for a RMN national get-together - an afternoon seminar followed by a buffet and overnight stay, which will be submitted for the consideration of the National Vice Chair (Finance) before the end of August;
- as this year's AGM will be a hybrid with Branches and Section receiving seats in proportion to size, the Executive asked that Branches/Section should not overlook their retired members when determining their allocation;
- the Executive wished to encourage RMN members to submit motions to AGM, including one that seeks to submit a constitutional amendment to AGM 2022, giving Networks the right to submit AGM motions in their name;
- Ken Boyall was appointed as Edridge link-person for the RMN;
- the next Zoom meeting of the RMN Executive was arranged for Tuesday 2 September.

Steering Committee

Membership	Charon Culnane (London Branch) Howard Davies (East Anglia Branch/Retired) Ceri Jones (Merseyside Branch) Tony Mercer (FCS/Retired) Jeanne Peall (Kent, Surrey and Sussex Branch) Committee Chair Maureen Vernon (Staffordshire West Midlands Branch)
Officer	Katie Lomas (National Chair)
Officials	Ian Lawrence (General Secretary) Annoesjka Valent (National Official)
Administrator	Kath Falcon

141. Steering Committee has a specific constitutional remit in relation to General Meetings of Napo, which means that its responsibilities rarely vary from year to year. The Steering Committee year runs from January to December and there are usually three meetings outside of AGM. In addition, representatives attend the AGM motion 'slotting' meeting in August. The Committee also sends a representative to venue site visits. At AGM, the Committee is in session from its preparatory meeting, which takes place the day before the start of business, until the AGM closes. The focus of the Committee's work during the year is always preparing for AGM, putting those preparations into action and reviewing what happened.
142. The 2020 AGM was originally scheduled to be held in Eastbourne but due to government restrictions imposed in response to the Covid-19 pandemic, a 'live' Conference was not feasible. Instead, as the implications of the pandemic became increasingly clear, the concept of a virtual AGM began to be developed by the Officers and Napo staff, with the aim of trying to replicate as much of the Napo AGM format as possible. It was agreed that the constitutional timetable for AGM would proceed as usual. The process of 'slotting' motions was achieved with comparative ease through a Zoom meeting. The ballot process and compositing were unaffected by Covid-19 restrictions as these routinely take place through email and in the case of the ballot, predominantly on-line.
143. Steering Committee was not actively involved in the development and organisation of the Virtual AGM. However, the Committee was regularly briefed and raised various questions about how some of the routine tasks, forming part of Steering Committee's remit, would be managed. The Covid Tiering system in place in October 2020 and individual circumstances resulted in three members of Steering Committee being present at the studio set-up in Kingston upon Thames, whilst three worked from home. We had an open Zoom to try to enable us to meet, as we would usually do on the day before Conference, as well as keep in touch throughout the two days of the Conference. There was a dedicated Steering email so that members could contact us directly and there was also a facility to invite members into our Zoom, although we only managed to achieve this with one member.

144. The committee usually has a rota for the duty room and the timing table but in response to the constraints of the logistics of delivering the virtual format, we took on set roles for the duration. This was to an extent frustrated by the limitations of our technology and issues with Live Group controlling the timing mechanism when motions were being debated. Despite these barriers, the running record was completed and the order of business prepared for each session, whilst the 'duty room' was very busy. We did struggle to meet and liaise as we would usually do, which was very frustrating. I would like to thank Ceri, Charron, Howard, Maureen and Tony (Conference Secretary) for their contributions and commitment to making it work in challenging circumstances.
145. A total of 31 motions and two constitutional amendments were listed for debate. This was slightly down on 2019 in terms of motions. Five potential composite motions were identified, comprising a total of ten motions. These became Composites A to E. Two amendments were received, one to motion 22 and one to motion 31. The amendments were not accepted by the proposers of these motions. No emergency motions were received by Steering Committee. Four of the five composite motions (A,B,D and E) were debated and carried. 10 motions were carried, as was Constitutional Amendment CA2. There was a debate on the amendment to motion 31 and this was lost. The unamended motion was carried. CA1 was also lost following a debate. 12 motions including composite C were not reached.
146. The virtual nature of AGM in 2020 resulted in statistics that cannot really be compared with previous years. Completing the running record for the formal business, accountability session and speakers, as well as the Q&As following on from speakers, was achieved without too much difficulty. However, the technical challenges encountered during the debates on motions and constitutional amendments have produced some unique statistics.
147. 82 minutes were spent on 'formal' business which covers the initial session of AGM and the accountability session. 134 minutes were spent debating motions. 108 minutes were lost to 'no business' during quorate time (technical issues/holding slide) and the voting process took 67 minutes in total. General business which includes chairing explanations, the Order of Business and Monitors' report took 43 minutes. Speakers to conference, including questions, accounted for 112 minutes. Announcements took 7 minutes in total. Conference was inquorate for 68 minutes, predominantly as a result of login at the start of each day. The total session time scheduled within the programme was 750 minutes, a significant increase on the last two years. The actual time taken by business was 771 minutes.
148. The delivery of a virtual AGM replicating Napo's usual format for AGM/Conference was an amazing achievement and everyone involved from Napo worked incredibly hard to make it happen, which Steering Committee greatly appreciated.
149. **Equal Rights:** Steering Committee comprises six elected members. The current Committee maintains a gender balance. Four members define as white, one as black and one as of other heritage background. It has members from both the Family Court Section and Probation Branches. The Committee

is not involved in proposing policy through motions, but implements Napo's objectives and policy in the specific context of its constitutional remit for the planning and running of Napo's AGM. The Committee responsibilities, therefore, alter little from year to year.

150. The Committee sends representatives to the site visits at the AGM venue as part of the planning process. Part of their role is to consider any factors that could impact on AGM business, including the ability of members to participate. This could be as a result of the general accessibility of the venue or through more specific issues like the availability, type and siting of microphones, height of podia and their accessibility. In 2020, due to the Covid-19 pandemic, AGM took place as a virtual conference and, of necessity, was organised within a short time-scale using a specialist provider. Steering Committee was not involved in direct work with Live Group who produced the Conference although we were briefed on progress and on how the Conference would be delivered.
151. The ordering of business at AGM and ruling on Emergency Motions form two of the Committee's main responsibilities. The Committee works to ensure that the process is as transparent as possible and is carried out in line with Napo policies on anti-racism and equal rights. The lack of participation by members in the ballot process for motions which takes place prior to AGM, has been a matter of concern for some years. The Committee still considers it to be the most open method to enable all members to participate in prioritising matters for debate at AGM. In a move to utilise technology and further enable participation, the ballot form can be completed through Survey Monkey on-line. The Committee will continue to publicise this process prior to AGM so as to better explain the democratic rationale. The ballot form will also continue to be available as a word document through the AGM section on the Napo website. The Committee's decisions are explained and accounted for publicly during AGM sessions and members have the right to challenge those decisions. Part of the Committee's role at AGM is to time speeches and keep a running record of all spoken contributions. The Committee was not able to control the timing process in 2020, which was undertaken by Live Group technicians. We did express concern about this and were provided with a live link to the technician. However, this did not work and we were unable to intervene effectively to advise when issues occurred.
152. Steering Committee will once again be operating the timing table at AGM in 2021 and consider that our basic system of visual and audible warnings operated manually, will once again provide a fair and transparent method of implementing the speech timings as set out in Standing Orders.
153. The Committee endeavours to make its role accessible to members through written material available within the AGM section of the Napo website and by actively seeking to be available to advise members during the course of Conference. In 2020, the virtual platform did provide members with a wide range of written material, including the full range of Steering Committee guides to various aspects of AGM, which was a real positive arising from this format.

Trade Union Organisation Network

Officer: Carole Doherty and Nicola Taylor-Ebong
Official: Ranjit Singh to June 2020
Annoesjka Valent from June 2020
Administrator: Kath Falcon

At the time of writing the Network had 29 members.

154. In June 2021 Annoesjka Valent was appointed as National Official (Trade Union Organisation) following a period of undertaking this role in temporary capacity.

155. **AGM Resolutions (2020)**. There was one resolution allocated to the network entitled 'Check off or Check out?' and it read as follows:

'This AGM notes Napo lost large numbers of members when Cabinet Office Rules ended check-off for NPS staff. With the welcomed announcement of probation being reunified next June, it is urgent that Napo, at all levels, focuses on switching CRC members to direct debit to prevent membership "falling off the cliff" come June 2021 and securing our financial stability going forward. We believe that the future of the union depends on maintaining and growing Napo membership.

This AGM calls on Napo to:

- provide branches with material to enable them to promote the direct debit campaign in all workplaces,*
- promote to members, both nationally and locally, the benefits of direct debit, such as cheaper subs,*
- look at additional incentives to ensure people register and act on the changes,*
- promote via branches the Activ8 network to encourage members to become direct debit champions in their workplace,*
- ask CRCs to promote Napo communications for direct debit before staff transition,*
- email all CRC members notifying them of the changes with a link to a direct debit form.'*

156. **Regular Membership Secretaries' meetings** were initiated following the 2020 AGM in order to progress the Direct Debit (DD) Switch campaign with meetings held on 8 December 2020, 28 January 2021, 10 March 2021, 14 April 2021 and 12 May 2021. A break was then agreed as work on the transition around the Measures consultations was taking up a significant amount of time in Branches. Regular bulletins in between meetings were sent to Membership Secretaries/Branches to assist with how to ask members to switch. Also, frequent national mail-outs were sent to all CRC members directly from Napo HQ urging members to switch. We also held two rounds of 'incentive schemes' with members switching by a certain date being entered into a prize draw to win

'Love to Shop' shopping vouchers. We also got all CRCs to include our 'Switch Page' details into their transition newsletters.

157. We established 'email comms' only go so far but due to the Covid Pandemic, office personal contact was obviously difficult. So, as we did back in 2014 under Transforming Rehabilitation, we established a 'National Napo HQ Phone Bank' that would assist branches (starting with those that had most numbers to switch) to call members to do it over the phone directly. We provided branches also with a script in order to be able to do this locally as well.
158. We had 758 CRC members on checkoff to begin with, of which, 707 we had an email address for. Since then, Jacqui Paryag in Membership, was able to get more emails for the 51 remaining and was able to narrow it down to 34 we have not been able to reach with our email comms from Napo HQ. At the time of writing (31 July 2021) we are down to 410 who have not made the switch. So we've managed a decent 46% switch since we started our campaign in November but there is more work to be done indeed so, going forward, post transition, the TUO Network meetings will be combined with Membership Secretaries' meetings to continue focus both on the DD campaign but also to share ideas between branches for recruiting potential new members since the reunification.
159. Special thanks are extended to Jacqui Paryag in Napo HQ Membership, leading on this, but also to all Branch Membership Secretaries and Executive members for attending the meetings, providing valuable input and working hard in their areas on this campaign and going forward.
160. **AGM 2020:** Despite the pandemic, our AGM went ahead fully virtual and took place on 8 and 9 October 2020. We only had a small team from Napo able to be in 'situ' in our own work bubbles in a 'studio' set up in a hotel in London near to where the company putting on the event was based. Unlike most other unions, and considerably bigger in size than us, who truncated their conferences to minimal signing off of accounts, or cancelling altogether, we provided the opportunity to all Napo members to attend and participate in all of the business of AGM, make policy for the year ahead, attend even more fringe meetings as we were not restricted by the amount of rooms available in a venue, professional sessions run subsequently as well as online entertainment in the evening too.
161. It wasn't perfect (with the obvious technical glitches), but for having to last minute change and proceed with a full AGM programme and get a vastly different event organised in 3 months' time, after deciding upon the agency to engage for it, we believe we did the best we could and that we should be proud of having gone ahead in the way we did.
162. The post-AGM Survey we held asked attendees to rate the different elements of the event on a scale of 1-5. Responses showed a high appreciation of the keynote speakers, the professional sessions and (particularly) the fringe meetings. Members were less interested in other elements such as the virtual stalls/exhibition area, the entertainment, the 'meet your colleagues' and the Forum chat. Feedback from the Survey will be taken on board and lessons have been learned going forward.

163. **Constitutional Amendments (CA) – 2020 AGM.** Two Constitutional Amendments were submitted by the NEC to the 2020 AGM:
164. **Branch Restructuring.** Following the 2020 June NEC approving the branch restructuring, based on the new proposed reunified model of the Probation Service, a special NEC meeting was held on 30 July to agree a set of Constitutional Amendments to go forward to the 2020 AGM. The Amendment regarding Branches would have replaced Appendix B – the list of current Branches - with a reduced number of Branches. *This Constitutional Amendment was NOT carried.* From discussion at AGM there seemed to be a feeling amongst members attending and speaking and voting against this CA that it felt too rushed. We have taken this on board and have come up with a new Napo Region Groups' structure instead that does not require any changes to current branches – more on this later on in this section.
165. **Amendments to Section 13 General Meetings, Section 14 Annual General Meeting, Section 21 Branches and Section 22 Workplace Meetings** were also put forward and *were carried.* This was to allow for the business of the union and its branches to be conducted with greater flexibility, i.e. to include remote meetings and hybrid meetings as well as physical meetings. The restrictions imposed by the Coronavirus pandemic demonstrated both the need for this flexibility and the advantages in terms of enabling greater inclusivity and accessibility. The aim of these amendments were both to build in resilience to deal with future such events and also to increase membership participation in decision making process of the union.
166. **AGM 2021:** The 2021 AGM will take place from 14 to 16 October in Newcastle. At the time of writing (31 July 2021), we have been told that restrictions on numbers have been lifted and so from the initial 90 only in situ we can now open up to branches to have more members attending. Circulars have been sent out to branches regarding registrations. We took the decision to keep to running fringes virtually in the run up to AGM for the reason of social distancing. We also know that some members may have specific reasons preventing them from attending in person so we will be running AGM as a hybrid event (a possibility for us since the 2020 CA passed) to enable people who cannot or prefer not to attend in person (for whatever reason) to watch and participate in AGM fully online.
167. **AGM 2022:** Planning is also well underway for the AGM taking place in Eastbourne, Thursday 13 to Saturday 15 October 2022. Again, we are looking, at this stage, to hold this as a hybrid event. We will review how the 2021 AGM advance virtual fringe meetings have been received to either to do the same or go back to in situ fringe meetings (if possible) or a combination and Branches will be kept informed.
168. **Organising and Recruitment;** The '*Active8*' campaign continues. The aim of the this is to promote member engagement within Napo and for this in turn to lead to greater member involvement and increased levels of activism at both branch and national level. We also have the continued 'Distributor' lists for circulation of the Napo magazine and other union literature.

169. To encourage recruitment activity at branch level the *'Recruit A Friend'* campaign will also continue. To support branches raising the visibility of Napo in the workplace a range of promotional resources have been purchased and distributed to branches to use at appropriate events or when required.
170. **Recruitment Landing page and updated Napo Recruitment and Organising Materials:** We devised a special recruitment landing page at <https://www.napomagazine.org.uk/join-napo/> as well as updated the Napo section at <https://www.napo.org.uk/organising-recruitment>
171. **Organising and Recruitment Guide:** The revamped Organising and Recruitment Guide to be sent out to branches and to aid with branch development plans is now completed. This was launched for the next TUO Network/Membership Secretaries' meetings on 17 August.
172. **Professional Webinars:** We have run a good series of professional webinars in conjunction with the Probation Journal. Special thanks are extended to Nicola Carr and Lawrence (Lol) Burke for all their invaluable input and assistance in putting this together. It is an important aspect of our union and professional association to attract potential new members and the employers are always willing to promote so look at the latest at <https://www.youtube.com/user/NapoNewsTV/playlists>. The latest series was on the probation reunification. The next series in the run up to a fringe meeting at AGM will be on 'Probation in a Pandemic'.
173. **Fair Pay for Key Workers' Campaign:** Following the Emergency Motion passed at the November NEC we have been involved in the overall TUC Campaign. We had half a dozen members signed up for MP lobbies and proportionally led amongst all trade unions for the 0.5% member turn-out for the Workers' Budget virtual Rally on 2 March 2021. Next steps in the TUC Campaign are getting members to do regional lobbies in the run up to Budget day in November 2021 and we will be getting more information out regarding this in the run up to this as well as discussing what we can do ourselves around a pay campaign.
174. **Education programme / Reps' training:** We are reorganising our training programme and are close to finalising our newly developed branch development training programme; in the meantime if any branches need potential reps to be trained for either general representation or health & safety, please get in touch with me at avalent@napo.org.uk (see circular TUO32/2021)
175. **The Forum (for members grades 1-3):** Given the pressures on HQ workloads due to the twin challenges of the Covid pandemic and the lead in to the reunification of Probation, a decision was made earlier this year to postpone the (originally scheduled) June Forum Conference. A mail out was sent out in May. Since then an internal HQ review group comprising: Keith Stokeld, Ikki Bhogal, Cynthia Griffith, Annoesjka Valent, and the General Secretary have met to consider how best we can offer HQ support to the planning of the Forum itself and to suggest ideas about creating a fresh impetus for the conference. The Internal Review Group identified a range of topics that it was felt should be offered for consideration by the member led Forum Conference Planning Group. With regard to the date, the recommendation is that we aim for a

realistic timetable which would involve convening the Forum Conference Planning Group for early September whereupon they would be invited to agree a date for early December for the Forum Conference and map out a preferred agenda. In order to manage costs this will remain as an online event. (see circular TUC37/2021). A fringe event is also planned for AGM.

176. **Retired Members' Network:** Annoesjka Valent, National Link Official, and Katie Lomas, National Chair, organised an inaugural meeting for the Retired Members' Network on 10 December 2020. The Network has grown from strength to strength throughout the year and a report on their work is included by the Network elsewhere in this Annual Report.
177. **Young Members' Network:** A Napo member was featured in the TUC Young Members' Health and Safety Reps' promotional article. Two Napo young members attended the GFTU Young Members' Development Weekend 18-20 June, and we had a recent good second Young Members' Network on 22nd July with 11 members aged 25 to 35 attend. This is highly encouraging and we will look at more meetings.
178. **Equalities Statement.** The Constitutional Amendments that were passed at the 2020 AGM will allow for hybrid meetings and should help to ensure greater inclusivity for members to attend branch meetings and AGM.
179. **National Representatives Panel:** In June 2021 Ranjit Singh was appointed as Assistant General Secretary following a period of undertaking this role in an acting capacity. Ranjit has overall responsibility for the National Representatives Panel.
180. Two National Reps formally stepped down from the Panel this year. They were longstanding members of the panel: Jeremy Cameron and Megan Elliot. Both Reps had not been actively taking cases in the recent past and had therefore taken the decision to step down. Many members will know both Jeremy and Megan, not just from their work as National Reps, but also their wider activity in the union. We wish them the very best for the future and thank them for all their hard work and commitment on the Panel.
181. Membership of the National Representatives (Nat Reps) Panel is as follows: Urfan Amar, Eriks Puce, Les King, Mick Hooson, Anne King, John Drewicz and Jack Cohen.
182. At the time of writing (31st July 2021) the Nat Reps Panel has picked up 37 cases since the 1 August 2020.

Report on the Implementing Anti-Racism Policy; work to promote an inclusive union – by Branches.

183. Thank you to the following branches that sent a return:
 - Staffordshire and West Midlands Branch
 - Napo Cymru

Union Learning Project Wales

Napo WULF Project Manager Ian Freshwater

184. In conjunction with the Wales Union Learning Fund (WULF), Napo continues to promote learning opportunities and course funding for probation staff throughout Wales.
185. The current Napo WULF project is now in its third year of a three-year project and although there is, at the moment, no news from the Welsh Government on future plans for WULF funding, the Welsh Government has been a long term supporter of the Union Learning Fund.
186. The recent Covid pandemic brought a halt to traditional face to face and classroom learning activities, whilst online and distance learning soon became the norm. The access to online distance learning did mean that learning opportunities and educational courses were available throughout the pandemic and this was reflected in the work of the Napo WULF project.
187. For Year 2 of the current project, April 2020 to March 2021, the Napo WULF project succeeded in meeting all the education attainment targets, and the course spending target set by Welsh Government. Napo WULF funded and supported 33 Wales probation staff members to achieve an accredited qualification, and 87 Wales probation staff members to complete non-accredited courses.
188. The Napo WULF project has been a valuable asset for probation staff across Wales for many years and it is hoped that the Welsh Government will continue funding it for the foreseeable future.

Edridge Fund of Napo

ACCOUNTS & ANNUAL REPORT for the year ended 31 December 2020

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:	160, Falcon Road, Battersea, London, SW11 2NY (moved January 2021 to 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:	Gina Alderson, Felden Lodge, Felden Lane, Hemel Hempstead, HP3 0BL

Report of the Trustees

The Trustees present their annual report with the accounts of the Fund for the year ending 31st December 2020. The accounts comply with the Fund's Trust Deed, the Charities Act 1993 (as amended by the Charities Act 2006), as well as the "Statement of Recommended Practice: Accounting and Reporting by Charities", Charities Commission 2005, revised in 2014, and the Financial Reporting Standard FRS 102, to the extent that it applies.

Trustees

The Trustees who held office during the year were as follows:

Alan Goode (East Midlands) Appointed November 2019 – Chair of Trustees
David Stevens (Mercia) Appointed November 2014 – Vice Chair
Carolyn Mack (East Midlands) Appointed September 2016
David Raho (London) Appointed March 2018, resigned July 2020.
Ian Hankinson (Mercia) Appointed March 2018
Peter Rowe (Cheshire/Greater Manchester) Appointed November 2018
Francis Sanders (Manchester & Cheshire) Appointed September 2019
Kenneth Boyall Appointed September 2019

Alan Goode was re-appointed as Chair in March 2020.
David Stevens was re-appointed as Vice Chair in March 2020.

Staff

Karen Monaghan	Secretary to Trustees
Jeanne Peall	Honorary Treasurer
David Cox	Business Officer & Financial Administrator
Sarah Byatt	Administrator

STRUCTURE, GOVERNANCE AND MANAGEMENT

The Edridge Fund (The Fund) operates as an unincorporated association in accordance with a Trust Deed dated 1st May 1990 and subsequent amending deeds dated 11th July 2003, 9th May 2013 and as amended by scheme dated 6th July 2020. The Trust Deed of 1990 established the Fund as an independent charity but retained close links with NAPO – the Trade Union and Professional Association for Probation & Family Court Staff, which have been present from the Fund’s original foundation in 1934. The Deed of 1990 stipulates that Trustees are appointed by the members of the NAPO National Executive Committee by election from candidates nominated by NAPO branches. A minimum of five Trustees are elected to serve for a five-year period. No Trustee may serve more than two consecutive terms. Should elections not take place, Trustees are empowered to elect a Trustee, normally from those nominated.

New Trustees are provided with an induction pack, which is reviewed regularly. The pack includes relevant information regarding the Fund’s constitution and guidance from the Charity Commission on the responsibilities and duties of trustees. They are in contact with the staff and other Trustees for support and advice and undertake a period of shadowing with a mentor Trustee prior to being a Rota Chair for grant applications.

The Trustees meet five times a year, which have taken place via Zoom during this year due to the Covid-19 pandemic. The level of income is reviewed, and financial decisions made accordingly. Trustees consider reports from staff on activities and review the charity’s policies and governance compliance regularly. During the year, Trustees consider applications for assistance as soon as they are received. Trustees exchange views by secure email so that decisions can be reached quickly and decided on a majority vote. The aim is to complete the process within three weeks, but is usually much shorter, and in emergencies can be within hours. Decisions made by email are then ratified at Trustees’ meetings.

The Fund is administered by staff working remotely, with appropriate measures taken to ensure the security of confidential information in accordance with GDPR. The principal financial and operational records are held electronically on a server provided by NAPO, though officers of NAPO have no access to those records.

The Trustees try to ensure that we operate as fair employers. We try to ensure we follow all appropriate employment legislation, with supervision and support for staff provided by the Chair of the Fund.

OBJECTIVES AND ACTIVITIES

The objects of the Fund as set out in the Trust Deed dated 1st May 1990 are as follows: monies subscribed, donated, or raised for the Fund shall be applied in accordance with the Deed to assist eligible persons when in need, hardship or distress, whether

or not they have been members of NAPO. This covers a wide range of probation and family court staff, but essentially applies to anybody who could be a member of NAPO. In addition, this covers retired staff, and in some circumstances, dependants.

The primary work of the Fund is to provide financial assistance. Grant applications are considered in line with the process outlined above. In some cases, applicants are given advice, either directly from the Trustees, or with the assistance of local Edridge Representatives. This advice is usually to help applicants obtain further help elsewhere, and never involves giving financial advice.

The secondary work of the Fund is to ensure that we continue to have the resources to maintain our financial assistance. The major contribution to the Fund is the donation we receive from NAPO, and in recent years we have also been assisted with substantial grants from the CSiS Charity Fund. The Fund also receives income from occasional legacies, donations, and gifts either on a regular basis, or other occasional donations. A small income is received from the "50/50 Club" which is a registered small lottery, and from sales of Christmas Cards and other merchandise, nominally at the NAPO AGM, although fundraising for this year at this event was unsuccessful due to the event being online. There are also sponsored and local fundraising events held by NAPO branches. An Investment Portfolio is maintained to provide a free reserve for the Fund, and this is managed professionally.

The Fund also works to promote wider knowledge of the Fund, firstly to increase the awareness of the assistance available to those in need, and secondly to publicise the work of the Fund to increase donations. To this end we regularly contribute pieces to NAPO News and on social media. The Fund's website is intended to assist both potential applicants for assistance, and existing and potential donors. Representatives of the Edridge Fund attend probation-related conferences and events to promote the work of the Fund. This year has also seen the launch of a campaign to encourage supporters to donate a proportion of their winter fuel allowance to the Fund.

The Charities Act 2006 places a responsibility on charities to ensure that they are for the benefit of the public, or a section of the public. The Trustees confirm that they have had regard to the Charities Commission general guidance on public benefit and reviewed the aims and activities of the Fund in the light of that guidance. The Trustees are of the opinion that the Fund satisfies these requirements.

Applications for Assistance

The total number of applications in 2020 was 91, which is considerably down on the number received in the previous year (123), reflecting a reduction of 26%, and an increasing trend compared with the previous year, when the reduction was only 15%. The total amount paid in grants during 2020 has reduced by 44% compared with the reduction in the previous year, which was only 16%.

Grants were paid in respect of 56 of the applications, and 35 were not successful either because the applicants were not eligible, or the application was withdrawn. The percentage of the total applications for 2020 that were successful was 62%, compared with 2019 when the percentage of successful applications was 72% of the total. The percentage of refused applications was higher in 2020 at 38%, but similar to 2019 when it was 34%.

The average grant paid was £280, which is a reduction of 11% to the average in previous years; the amounts granted ranged from £58 to £350. 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, reversing the trend of the previous year. The amount paid to Napo members is now greater than the amount paid to other applicants, which also reverses the trend of the previous year. The amount paid to Napo members is now lower than the amount of the Napo grant for the first time.

One grant was paid to a member of Unison, as eligibility is not based on Union membership, and this has been done in previous years, based on the particular circumstances of each case. We have continued the practice of referring applicants from other Unions to their own Welfare Funds, before considering an application, and this year we referred 5 Unison members to their own Welfare Fund.

The Trustees are pleased to note that the proportion of applications from employees of the Community Rehabilitation Companies has increased compared with the applications from NPS employees: the table below shows an increase of 46% in the number of successful CRC applicants. The Fund has continued to make efforts to make CRC employees aware of what we can provide. On the other hand, we continue to advise NPS applicants of the potential assistance available to them from the Civil Service Charity "For you by you", 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.

This year we have again made a very full analysis of the applications, including analysis of the Diversity questionnaires we ask applicants 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.

We set out below a table of the key results of this analysis under various headings. All the percentages are based on the successful applications, but we confirm that we have done the same analysis on the applications refused, and the proportions in all categories are roughly the same. The Diversity figures are based on only 82 of the forms as a number were not completed. We are including in the table a comparison with the figures for 2019.

Analysis of Successful Applications

Union Membership	Napo	None	Other Union	Total Paid
2020	61%	38%	1%	
Amount Paid	£9,411	£5,927	£150	£15,488
2019	46%	54%	0%	
Amount Paid	£12,730.00	£15,160.00	Nil	£27,890.00
Employing Authority	NPS	CRC	Family Courts	
2020	57%	41%	2%	
2019	70%	28%	2%	
Ethnic Background	White	Black	Mixed	Asian
2020	70%	16%	6%	8%
2019	77%	11%	4%	8%
Gender	Male	Female	Transgender	
2020	13%	87%	0%	
2019	16.00%	80%	4%	
Sexual Orientation	Bi-sexual	Gay/ Lesbian	Heterosexual	Not declared
2020	4%	6%	87%	4%
2019	10%	4%	78%	8%
Disability	Yes	No	Prefer not to answer	
2020	35%	63%	2%	
2019	36%	63%	1%	

Governance

During 2020, Trustees continued to ensure the Fund was well placed to address issues relating to its work in the future. The focus of the Trustees in 2020 has been to look at the level of debt many applicants are finding themselves in and how our grants helps to reduce this or just solve a short term crisis. The Trustees also spent some time in 2020 reviewing the application form to ensure it is easy to understand, clearly states eligibility criteria and is submissible online.

Trustee & Staff Changes

In the course of 2020, trustee David Raho resigned from the Board, and we thank him for his contribution to the work of the Fund. The Fund continues to be well supported in its work by the staff group, and the efficiency and effectiveness of the charity in responding promptly to applicants' requests for help owes much to their work.

Financial Review

Donations and fund raising

In 2020 the majority of the income of the Edridge Fund was provided by the grants from Napo and from CSIS (Civil Service Insurance Society). This was supplemented by an allocation of £5,000 taken from the bequest from the estate of Reverend Jim Tysoe originally received in 2018/19. The Trustees remain very grateful for the

contributions made by Napo and CSIS, which are of considerable significance in enabling the Fund to continue to provide assistance to current and retired Family Court and Probation staff and their dependants who are in need.

The 50/50 Club continued to provide a steady source of income albeit subscription levels were slightly reduced from 2019 levels. However, as a result of some members donating all or a proportion of their winnings back to the Fund, the net benefit saw an increase on the previous year. Regular donations have been gradually declining over the last six years from £10,299 in 2014: possibly a reflection of the fragmentation of probation caused by Transforming Rehabilitation, which disrupted the ability of the Fund to maintain a presence in workplaces.

Donations in 2020 included a very generous sum from the Family Court Section. Fundraising events were curtailed as a result of the Covid-19 pandemic. The resulting restrictions on group activities, which included Napo AGM where fundraising through collections and the sale of merchandise is a valued source of income, meant funds under this heading were reduced.

The reduction in applications for assistance during 2020 did mean that the comparatively modest level of income did not have a detrimental impact on the Fund.

Administration and Expenditure

Expenditure on administration continued to be tightly managed and was at a similar level to 2019. The details can be found in the notes to the accounts. In response to the restrictions imposed due to Covid-19, communication with 50/50 club members and applicants for grants moved to email, as well as payments being made through BACS. This greatly reduced postal costs and assisted in the management of administrative expenditure. Governance costs, which usually cover Trustee travel expenses and meeting costs, were also significantly reduced, due to Trustee meetings being held via Zoom. Again, this was in response to Covid-19 restrictions.

Edridge Investments

In August 2020 the monies returned by HSBC Investments were reinvested and are now managed by Aberdeen Standard Investments. Prior to this the investment monies were held in the Edridge Fund Unity Trust Deposit Account.

Future Plans

1. The Trustees intend to continue to grow the number of Edridge representatives across the country, not only to provide support and assistance to colleagues, but also to assist with raising awareness of the Fund. We hope that this will also serve to grow income streams through additional donations and fundraising activity.
2. The Trustees will promote opportunity for payroll giving through LDUs to seek to spread donations to the Fund more broadly across the workforce as we come together in a national service.
3. The Trustees will link with the Employee Assistance programme to develop a response to debt in conjunction with other appropriate charities and signpost applicants to the Fund to relevant additional sources of help where we can do so.

DECLARATION

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

Signed: Alan Goode – Chair of Trustees
July 2021

CHAIR'S REPORT

Looking back on a year inevitably dominated by the impact of the Covid19 pandemic, at both a personal and professional level, it is apparent that there has been an equally profound impact upon the Edridge Fund, in common with many charities throughout the country. First and foremost then, I would wish to pay tribute to those staff and Trustees of the Fund who worked hard to ensure that we were able to continue to offer an efficient and responsive service to those in need of the fund's assistance through what was undoubtedly a difficult period.

The pandemic impacted upon the Fund in a number of ways, some of which we had not anticipated.

Throughout the year, income from fundraising events was significantly reduced where staff were often working from home, social activities were limited and hence opportunities to raise money were curtailed. In past years the NAPO conference has been an important opportunity for the fund to raise contributions but that proved impossible in a virtual world. We are therefore particularly grateful to those staff who continue to offer regular donations or contribute via participation in the 50/50 lottery to help to maintain the fund's income stream. Other charitable streams were also impacted by the pandemic and as such we were not able to generate as much income in the way of grants to assist us and were grateful to be able to draw upon the generous legacies of past members to cover the shortfall.

An unexpected outcome of the pandemic was that Trustees fulfilled their role via video conferencing and e-mail which resulted in a reduction in governance costs while at the same time ensuring that we could continue to operate efficiently and respond promptly to requests for assistance. Most applicants to the Fund got a response within a week of applying for help and it is apparent that that speed of response is a welcome relief to many.

The Trustees were pleased to note that the last year saw an increase in the proportion of applications from staff of the CRCs where we had been concerned at their relative under representation in years past. However, the overall number of applications received did drop significantly during the year which we took to be a further unexpected consequence of the pandemic although we can only speculate as to the possible explanation for this fact. It may be that increased protections against the aggressive pursuit of debt through the course of the year, the lack of opportunity to spend money or reduced costs in working from home may have been factors reducing the pressure on potential applicants, and at this time many charities are conscious that we may now see a renewed and increased demand for help as we move forward.

During the course of the year, we did undertake a qualitative review of applications and grants awarded to assess Trustees' decision-making and to review and identify patterns of need which offered some useful information and confirmed the value of the Fund in some common and shared areas.

Debt was a factor underpinning applications for assistance and levels of hardship in many cases and in about half the applications Trustees, while perhaps offering a grant for an immediate need, also suggested that the applicant would be well advised to approach a specialist charity such as Citizens Advice or Stepchange to access help in establishing a debt management programme to provide longer term help.

In over a third of cases where grants were awarded the applicants were single parents and their need for help related to a low income level and family costs with needs such as new school uniforms explicitly mentioned. In ten cases, applicants had separated or were in the process of separating at the time of the application and the cost of setting up a new home had led to the application. In half these cases domestic abuse or violence was a factor.

In a fifth of cases the applicant had significant health problems where levels of pay had been reduced or where they had reached a point of being dependent upon statutory sick pay and were hence in hardship.

The Fund is able to respond positively and sympathetically to such cases thanks to the generosity and support of NAPO and all members of the union and we are immensely grateful for that support. As we move forward, we hope to extend that appeal more broadly within the service as a whole to widen the base upon which we can draw in responding to the future needs of all staff members.

Alan Goode – Chair of Trustees
July 2021

STATEMENT OF FINANCIAL ACTIVITIES (incorporating an Income and Expenditure Account)
FOR THE YEAR ENDED 31 DECEMBER 2020

	Notes	2020	2019
INCOMING RESOURCES FROM GENERATED FUNDS			
Voluntary Income			
Regular Donations and Gifts		6,738	4,709
Grant from Napo		11,092	11,397
Bequests		Nil	20,250
Corporate Charity Donation	11	10,000	10,000
TUUT Grant - <i>restricted funds</i>	7	Nil	2,065
HSBC Compensation		Nil	500
Activities for generating funds			
Fund Raising (including 50/50 Club subscriptions)	6	3,197	4,328
Sale of merchandise		10	292
Investment & Interest Income			
Investment Income	10	Nil	1,393
Bank Interest		376	629
Incoming Resources from Charitable Activities			
Contributions from members, branches and others		1,477	1,757
Total Incoming Resources		<u>32,890</u>	<u>57,320</u>
RESOURCES EXPENDED			
Costs of Generating Funds			
Promotional / Fund Raising activities		256	658
Investment Management Fees	10		383
Website Expenses		504	504
50/50 Club Prizes		662	1,132
Purchase of Merchandise		Nil	1,820
		<i>subtotal</i>	
		<u>1,422</u>	<u>4,496</u>
Net Resources available for Charitable Application		<u>31,469</u>	<u>52,823</u>
Costs of Charitable Activities			
Grants paid -		15,488	27,890

Management & delivery of the charity's purpose	2	13,170	13,171
Governance Costs	4	171	699
Total Resources expended		<u>30,250</u>	<u>46,257</u>
Net Operating Surplus/(Deficit) for the Year			
Before Gross transfers		<u>2,640</u>	<u>11,063</u>
Gross Transfers between Funds		nil	nil
Net Incoming Resources before Gains & Losses		<u>2,640</u>	<u>11,063</u>
Other Recognised gains (losses)			
Realised gains/(losses) on investments			2,295
Unrealised gains/(losses) on investments		<u>7,287</u>	<u>nil</u>
Net Movements in Funds		<u>9,927</u>	<u>13,358</u>
Total funds brought forward		253,748	240,390
Total Funds Carried Forward		<u>263,676</u>	<u>253,748</u>

BALANCE SHEET

As at 31st December 2020

	Notes	2020		2019	
		£	£	£	£
FIXED ASSETS					
Tangible Assets	3				nil
Investments	10		198,260		nil
CURRENT ASSETS					
Debtors	8 & 9	2,221		3,288	
Cash at Bank and in Hand		<u>64,895</u>		<u>252,991</u>	
		<u>67,116</u>		<u>256,279</u>	
Creditors					
Amounts falling due within one year					
Accruals	5	<u>(1,700)</u>		<u>(2,531)</u>	
Net Current Assets			265,376		256,279
Total Assets less Current Liabilities			<u>263,676</u>		<u>253,748</u>
Net Assets			<u>263,676</u>		<u>253,748</u>
Charity Funds					
Unrestricted Funds			261,765		251,837
Restricted Funds	7		1,911		1,911
Total Funds available to the Fund			<u>263,676</u>		<u>253,748</u>

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

Alan Goode

Chair of the Trustees, 5th July 2021

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

Notes forming part of the Accounts

FOR THE YEAR ENDED 31 DECEMBER 2020

1. ACCOUNTING POLICIES

Our Accounting policies remain as reported in previous years.

2. MANAGEMENT AND DELIVERY OF THE CHARITIES PURPOSE

	Notes	2020 £	2019 £
Staff Salaries		10,870	10,829
Office Services including rent		638	631
Office Costs, postage, computer running costs etc		541	823
Insurance		687	730
Depreciation on fixed assets	3	nil	nil
Equipment Purchase	2a	279	nil
Bank charges		155	158
		<u>13,170</u>	<u>13,171</u>

a. Equipment purchase was for replacement office computer

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

		2020 £	2019 £
Trustees' expenses	4a	72	699
Meeting Expenses (zoom fee)		99	Nil
Audit and accountancy		Nil	Nil
Napo Conference expenses		Nil	Nil
Trustees Training		Nil	Nil
		<u>171</u>	<u>699</u>

a. Expenses paid to Staff and Trustees were for travel expenses to meetings, and associated costs, including refreshment costs.

5. CREDITORS

	£
Wages payment for December 2020	907
Grant awarded in 2019 but paid in 2020	200
Office rent July to December 2020	320
Web charges Quarter 4 2020	126
50 50 prizes for August & November 2020	147
	<u>1,700</u>

6. FUND RAISING INCOME

	£
Fund Raising and Sponsored events	1,253
50/50 Club Subscriptions *	<u>1,944</u>
	<u>3,197</u>

* This means that the net benefits to the Fund from the 50/50 Club is £1,283 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. In view of the Covid 19 pandemic our fund raising at events has been curtailed. The balance of the restricted funds is reflected in the accounts, and there has been no further expenditure during the current year. The sum of £154 was spent in 2019.

8. GIFT AID TAX REFUNDS

Gift Aid Claims carried forward from 2019 accounts as debtors and updated for anticipated claim for 2018/2019 tax year

	£	£	£
Debtor figure brought forward from 2019			3,288
Less Gift Aid refunds received in 2020: 2016/2017 & 2017/2018		2,170	
Amount allocated to current year donations			1,103
Amount to be carried forward as Debtor for 2020			
Amount estimated for 2018/2019 tax year	900		
Balance of Debtor account remaining from previous years	<u>1,321</u>		
Amount carried forward as Debtor for 2020		<u>2,221</u>	
		<u>4,391</u>	<u>4,391</u>

9. DEBTORS

	Notes	£
Gift Aid tax refunds payable (estimated)	8	2,221

2,221

10. INVESTMENTS

In March 2020 the Trustees appointed Aberdeen Investments as their Investment Manager and funds from our Deposit account used to purchase the new portfolio.

Valuation is market value, certified by our Investment Managers at 31/12/20

The increase of value in the portfolio during the course of this year includes receipt of income, and the increase in market value, but we are still waiting for details of charges incurred, and details will be included in our final report later this year

11. VOLUNTARY INCOME - SPECIAL ITEMS

CSiS Charity Fund

£
10,000

See main report - Financial Review - Donations & Fund Raising

Independent Examination of Accounts

The full version of these accounts, prepared in a revised version according to revised Charity Commission Guidance, and including the result of the Independent Examination, will be available on the Edridge website after Napo AGM October 2021.

Jeanne Peall – Honorary Treasurer, July 2021

NAPO

Report and Accounts

31 December 2020

NAPO

Officers' Report

The Officers present their report and accounts for the year ended 31 December 2020.

Officers

The following persons served as officers during the year:

K Lomas	
S Foreman	
J Barlow	resigned October 2020
I Bhogal	
C Doherty	appointed June 2020
D James	resigned January 2020
N Taylor-Ebong	
K Stokeld	

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 24 May 2021 and signed on its behalf.



K Stokeld
Vice Chair
24 May 2021

NAPO

Independent auditor's report to the members of NAPO

Opinion

We have audited the accounts of NAPO for the year ended 31 December 2020 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 2020 and of its deficit 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

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the union's use of the going concern basis of accounting in the preparation of the accounts is not appropriate; or
- the officers have not disclosed in the accounts any identified material uncertainties that may cast significant doubt about the union's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the accounts are authorised for issue.

Other information

The other information comprises the information included in the report and accounts, other than the accounts and our auditor's report thereon. The members of the executive committee are responsible for the other information. Our opinion on the accounts does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. In connection with our audit of the accounts, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the accounts or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the accounts or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Trade Union and Labour Relations (Consolidation) Act 1992

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the executive committee report for the financial year for which the accounts are prepared is consistent with the accounts.

NAPO

Independent auditor's report to the members of NAPO

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the union and its environment obtained in the course of the audit, we have not identified material misstatements in the officers' report.

We have nothing to report in respect of the following matters in relation to which the Trade Union and Labour Relations (Consolidation) Act 1992 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the accounts are not in agreement with the accounting records and returns; or
- certain disclosures of officers' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of Executive Committee

As explained more fully in the executive committee responsibilities statement, the executive committee are responsible for the preparation of the accounts and for being satisfied that they give a true and fair view, and for such internal control as the Executive Committee determines is necessary to enable the preparation of accounts that are free from material misstatement, whether due to fraud or error.

In preparing the accounts, the executive committee are responsible for assessing the union's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the executive committee either intends to liquidate the union or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the accounts

Our objectives are to obtain reasonable assurance about whether the accounts as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these accounts.

A further description of our responsibilities for the audit of the accounts is located on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.



Mr David Goodwin
(Senior Statutory Auditor)
for and on behalf of
Sturgess Hutchinson (Leicester) Limited
Accountants and Statutory Auditors
24 May 2021

21 New Walk
Leicester
LE1 6TE

NAPO
Income and Expenditure Account
for the year ended 31 December 2020

	Notes	2020 £	2019 £
Income from Subscriptions		1,157,000	1,129,398
Other Income	3	7,932	10,477
TUC Projects		56,986	63,004
		<u>1,221,918</u>	<u>1,202,879</u>
Staff costs		(757,616)	(780,818)
Staff recruitment, training and expenses		(10,931)	(28,127)
TUC Projects		(56,986)	(63,004)
Accommodation costs		(120,759)	(111,832)
Operating costs		(128,112)	(231,064)
Committee, conference & affiliation costs		(146,661)	(194,708)
Financial & legal costs		(18,095)	(19,453)
Branch expenditure		(15,305)	(58,067)
Surplus/Deficit on revaluation of investments		-	114,762
Deficit before taxation		<u>(32,547)</u>	<u>(169,432)</u>
Tax on investment income		(1,098)	(1,308)
Corporation tax on sale of property - prior year adjustment		(308,110)	-
Deficit for the financial year		<u>(341,755)</u>	<u>(170,740)</u>

NAPO

Balance Sheet as at 31 December 2020

	Notes	2020 £	2019 £
Fixed assets			
Tangible assets	6	779,709	9,627
Current assets			
Debtors	7	38,283	30,047
Cash at bank and in hand			
Branches		57,993	34,904
WULF Project Bank Account		1,318	16,418
Head Office		1,248,744	2,210,241
		<u>1,346,338</u>	<u>2,291,610</u>
Creditors: amounts falling due within one year	8	(399,442)	(124,521)
Net current assets		<u>946,896</u>	<u>2,167,089</u>
Net assets		<u>1,726,605</u>	<u>2,176,716</u>
Reserves			
Office Relocation Reserve		250,000	250,000
Special Aid Fund		(200,388)	(171,090)
Action Fund		55,530	55,530
NAPO Organising Fund		65,994	65,994
Branch Support Fund		5,141	5,141
General Fund		1,550,328	1,971,141
		<u>1,726,605</u>	<u>2,176,716</u>



I Lawrence
General Secretary

K Stokeld
Vice Chair

Dated: 24 May 2021

NAPO
Movement of Funds Summary
for the year ended 31 December 2020

	General Fund	Office Relocation reserve	Legal & Represent- ation Fund	Action Fund	NAPO Organising Fund	Branch Support Fund	Total
	£	£	£	£	£	£	£
Income	1,221,918	-	-	-	-	-	1,221,918
Expenditure	(1,254,465)	-	(108,356)	-	-	-	(1,362,821)
Surplus/(deficit) for the year	(32,547)	-	(108,356)	-	-	-	(140,903)
Taxation	(309,208)	-	-	-	-	-	(309,208)
Net surplus/(deficit)	(341,755)	-	(108,356)	-	-	-	(450,111)
Transfer between funds	(79,058)	-	79,058	-	-	-	-
Net incoming resources	(420,813)	-	(29,298)	-	-	-	(450,111)
At 1 January 2020	1,971,141	250,000	(171,090)	55,530	65,994	5,141	2,176,716
At 31 December 2020	<u>1,550,328</u>	<u>250,000</u>	<u>(200,388)</u>	<u>55,530</u>	<u>65,994</u>	<u>5,141</u>	<u>1,726,605</u>

NAPO
Notes to the Accounts
for the year ended 31 December 2020

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 administered 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

During the year the NEC 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.

NAPO
Notes to the Accounts
for the year ended 31 December 2020

2 Audit information

The audit report is unqualified.

Senior statutory auditor: Mr David Goodwin
 Firm: Sturgess Hutchinson (Leicester) Limited
 Date of audit report: 24 May 2021

3 Other Income	2020	2019
	£	£
Interest receivable	5,778	6,882
Other income	2,154	3,595
	<u>7,932</u>	<u>10,477</u>

4 Sale of Property

During 2017 the union sold its freehold property at 4 Chivalry Road, London SW11 1HT for £2,100,000. The union made a provisional claim for rollover relief of the chargeable gain arising on the sale as it was the intention of the union to reinvest the proceeds in the purchase of replacement office premises within three years of the date of sale.

A replacement office was not purchased until after the three year limit had elapsed and as a result rollover relief is not available.

The chargeable gain has been calculated at £1,600,857 which at the corporation tax rate of 19.25% gives an additional tax charge of £308,110 for the year ended 31 December 2017. This amount has been included as a corporation tax charge relating to a prior year.

5 Staff Costs	2020	2019
	£	£
Wages and salaries	615,082	640,191
Social Security costs	64,158	67,005
Other Pension costs	78,376	73,622
	<u>757,616</u>	<u>780,818</u>

General Secretary	2020	2019
	£	£
Wages and salaries	85,044	84,107
Social Security costs	10,528	10,422
Other Pension costs	5,044	4,621
	<u>100,616</u>	<u>99,150</u>

NAPO
Notes to the Accounts
for the year ended 31 December 2020

6 Tangible fixed assets

	Freehold land and buildings £	Computer equipment & software £	Total £
Cost			
At 1 January 2020	-	17,990	17,990
Additions	770,423	-	770,423
At 31 December 2020	<u>770,423</u>	<u>17,990</u>	<u>788,413</u>
Depreciation			
At 1 January 2020	-	8,363	8,363
Charge for the year	-	341	341
At 31 December 2020	<u>-</u>	<u>8,704</u>	<u>8,704</u>
Net book value			
At 1 January 2020	<u>-</u>	<u>9,627</u>	<u>9,627</u>
At 31 December 2020	<u>770,423</u>	<u>9,286</u>	<u>779,709</u>

7 Debtors

	2020 £	2019 £
Trade debtors	19,029	4,790
Prepayments	13,889	20,540
Other debtors	5,365	4,717
	<u>38,283</u>	<u>30,047</u>

8 Creditors: amounts falling due within one year

	2020 £	2019 £
Taxation and social security costs	309,208	1,308
Other creditors	90,234	123,213
	<u>399,442</u>	<u>124,521</u>

NAPO
Notes to the Accounts
for the year ended 31 December 2020

9 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.

10 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 £78,376 (2019 - £73,622). 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 2020

	2020 £	2019 £
Membership Subscriptions	1,157,000	1,129,398
Bank Deposit Interest	5,778	6,882
TUC ULR Project	56,986	63,004
Gains on investment income	-	114,762
WULF Income	604	-
Sundry Income	849	1,972
	<u>1,221,217</u>	<u>1,316,018</u>
Staff costs		
Salaries, Pension, National Ins	757,616	780,818
Staff Recruitment	-	1,455
Staff Training	932	3,287
Staff Expenses	9,999	23,385
	<u>768,547</u>	<u>808,945</u>
TUC ULR Project	<u>56,986</u>	<u>63,004</u>
Accommodation costs		
Rates, Light & Heat	6,697	13,249
Rent & Service Charge	110,110	94,975
Insurance	1,463	360
Professional Indemnity Insurance	2,489	1,972
Sundry	-	1,276
	<u>120,759</u>	<u>111,832</u>
Operating costs		
Print, Stationery & Equipment	6,376	9,653
Reference Books & Papers	183	-
Postage	5,790	13,273
Office Move	9,470	5,763
Telephone	4,794	5,129
	<u>26,613</u>	<u>33,818</u>
Computer Equipment & Support	86,796	172,867
Cost of Publications	14,362	21,170
Depreciation	341	3,209
	<u>101,499</u>	<u>197,246</u>

NAPO

National Office Detailed Income and Expenditure Account for the year ended 31 December 2020

Committee, Conference & Branch Costs

Committee Expenses	10,805	53,483
Cost of Conferences	74,331	49,647
Branch Grant	20,353	34,234
Branch Conference Funding	17,340	26,442
Branch Training	6,950	18,665
Health & Safety Training	1,583	1,125

Members Service (Parliament Hill)	7,286	7,041
Branch Accounts	110	2,612
T-shirts	-	-
Strategy for Growth (Comms)	-	1,358
Consultancy	(500)	-
Welsh Language Translations	-	-
Membership Recruitment	2,681	9,480
	<u>140,939</u>	<u>204,087</u>

Subscriptions & Affiliations

TUC Fees	15,355	14,531
Other Fees	1,648	2,940
GFTU Fees	5,237	5,297
	<u>22,240</u>	<u>22,768</u>

Edridge Donation	11,092	11,397
General Donations	-	50
	<u>11,092</u>	<u>11,447</u>

Campaign/Media/Parliamentary Work	10,083	10,588
Ballot	-	6,494
	<u>10,083</u>	<u>17,082</u>

Financial Costs

Audit Fee	9,000	9,500
Bank Charges	5,927	5,866
Legal & Professional Fees	3,168	4,087
Loss on revaluation of investments	-	-
	<u>18,095</u>	<u>19,453</u>

(1,276,853) (1,489,682)

National Office Surplus before taxation (55,636) (173,664)

Less: Branch Office Deficit 23,089 4,532

Total Surplus before taxation (32,547) (169,132)

NAPO

Branches - Detailed Income and Expenditure Account for the year ended 31 December 2020

	2020 £		2019 £
Grants from National Office	20,353		30,811
Hardship Grant	-		805
Conference Funding from National Office	17,340		30,165
Individual Contributions	-		-
Members Account	-		-
Sundry Income	701		1,623
	<u>38,394</u>		<u>63,404</u>
Branch Expenses			
Expenses of Other Officials	3,022	5,780	
Printing, Postage & Stationery	-	94	
Branch Refund	3,576	-	
Branch Meetings	1,713	6,293	
Bank Charges	544	656	
Adj to Northern Ireland bank account	(34)	-	
Training	1,355	1,357	
Donations	190	420	
Transfer to Organising Fund (Leicestershire & Rutland AC)	-	-	
Cost of Annual & Branch Conference	4,480	37,480	
Member Account	-	-	
Other Branch Expenses	459	6,792	
	<u>15,305</u>	<u>6,792</u>	<u>58,872</u>
Surplus before taxation	<u>23,089</u>		<u>4,532</u>
Charged to General Fund	15,305		58,067
Transfer from NAPO Organising Fund	-		805
	<u>15,305</u>		<u>58,872</u>

NAPO

Publications Account for the year ended 31 December 2020

	2020 £		2019 £
Cost of Publications			
Printing Newsletter	11,381		14,362
Probation Journal	51,111		51,111
CAFCASS Journal	-		2,403
Postage - Newsletter & Journal	-		1,000
	<u>62,492</u>		<u>68,876</u>
Less:			
Inserts Journal & Newsletter	(1,950)		-
Income from other publications			
NAPO Newsletter Adverts	-	4,524	
Royalties Probation Journal	46,180	43,148	
Sundry Publications	-	34	
	<u>(46,180)</u>	<u>47,706</u>	<u>(47,706)</u>
Total cost of Publications	<u>14,362</u>		<u>21,170</u>

NAPO

Conference Account for the year ended 31 December 2020

		2020 £		2019 £
Cost of Annual Conference	78,182		55,529	
Less: Registration Fees	(4,395)		(10,370)	
Net Cost of Annual Conference		73,787		45,159
Cost of Family Court Conference	-		-	
Less: Registration Fees	-		-	
Net Cost of Family Court Conference		-		-
Women in NAPO Conference	-		3,400	
Less: Registration Fees	-		-	
Net Cost of Women in NAPO Conference		-		3,400
Cost of PSO Conference	-		36	
Less: Registration Fees	-		-	
Net Cost of PSO Conference		-		36
TUC Conferences	544		1,799	
Other Project Income	-		-	
Other Conferences	-		-	
Project Income	-		(747)	
Total Cost of Other Conferences		544		1,052
Total cost of Conferences		74,331		49,647

List of Abbreviations frequently used in the Annual Report

ABPO – Association of
Black Probation Officers
ACAS - Advisory, Conciliation and Arbitration Service
AEP - Association of Educational Psychologists
AGM – Annual General Meeting
AGS – Assistant General Secretary
APL – Accreditation of Prior Learning
ARO – Anti-Racism Officer
AT – Assistive Technology
BAME – Black Asian and Minority Ethnic
DAWN - Disability Advocacy Wellbeing Network
CA – Constitutional Amendment
Cafcass – Children and Family Court Advisory and Support Service
CB – Cross bencher
CCC – Children Contact Centre
CEO – Chief Executive Officer
CJS – Criminal Justice System
CNC – Cafcass Negotiating Committee
COSOP – Cabinet Office Statement of Practice (on staff transfers in the Public Sector)
CPD – Continued Professional Development
CRC – Community Rehabilitation Company
DD – Deputy Director
DfE – Department for Education
DV – Domestic Violence
E3 – Effectiveness, Efficiency, Excellence Programme (in the NPS)
ECMS – Electronic Case Management System
EDM – Early Day Motion
EHRC – Equality and Human Rights Commission
EIA – Equality Impact Assessment
ERO – Equal Rights Officer
FCA – Family Court Adviser
FCC – Family Court Committee
FCJ – Family Court Journal
FCUPG – Family Court Unions’ Parliamentary Group
FSC – Family Court Section
FSW – Family Support Worker
FTE – Full Time Equivalent
GFTU – General Federation of Trade Unions
GMB/SCOOP – The union GMB / Society of Chief Officers of Probation
GSCC – General Social Care Council
H&S – Health & Safety
HCPC – Health and Care Professions Council
HEI – Higher Education Institutions
HMCS – Her Majesty’s Court Service
HMPPS – Her Majesty’s Prison and Probation Service

HR – Human Resources
HRBP – Human Resources Business Partner
HSE – Health and Safety Executive
HSSG – Health & Safety Steering Group
IAG – Information, Advice and Guidance
IC CJ – Issues in Community and Criminal Justice
ICT – Information and Communication Technology
IDC – Interdisciplinary Alliance for Children
IT – Information Technology
JNC – Joint Negotiating Committee
JNCC – Joint Negotiating Consultation Committee
JUPG – Justice Unions’ Parliamentary Group
LA – Learning Agreement
LAGIP – Lesbians, Gay Men, Bisexuals & Transgendered people in Probation and the Family Courts
LDU – Local Delivery Unit
LGB&T – Lesbian, Gay, Bi-Sexual & Transgender
LGPS – Local Government Pension Scheme
LPC – Learning Partnership Committee
LtP – Licence to Practice
MIAM - mediation information and assessment meetings
MP – Member of Parliament
MoJ – Ministry of Justice
NAAPS – National Association of Asian Probation Staff
nDelius – National DELIUS (Delivering Information to Users)
NDSN – National Disabled Staff Network
NEC – National Executive Committee
NNC – National Negotiating Council
NOMS – National Offender Management Service
NPC – National Partnership Committee
NPS – National Probation Service
NVQ – National Vocational Qualification
OASys-R – Offender Assessment System-Revised
OFF - Officer
OFSTED – Office for Standards in Education, Children’s Services and Skills
OM – Offender Management/Manager
OMiC – Offender Management in Custody
PA – Probation Association
PAM – Professional Associate Member
PbR – Payment by Results
PCA – Probation Chiefs Association
PCC – Police and Crime Commissioner
PCF – Probation Consultative Forum
PCS – Public and Commercial Services union
PI – Probation Institute
PIPP – Pride in Prison and Probation
PO – Probation Officer
POA – Prison Officers Association
PQAB – Probation Qualifications Assurance Board
PQF – Probation Qualifications Framework
PQiP – Professional Qualification in Probation
PSLG – Public Service Liaison Group

PSO – Probation Service Officer
PSQAP – Professional Standards and Qualifications Advisory Panel
PTLA – Pathways to Learning for All
RISE - Racial Inclusion & Striving for Equality
RSR - Risk of Serious Recidivism (risk assessment tool)
RIDDER - Reporting of Injuries, Diseases and Dangerous Occurrences Regulations, 1995
SA – Staff Association
SAGM – Section Annual General Meeting
SALFA – Sustainable Access to Learning For All
SARs – Specified Activity Requirements
SAP – Systems Applications Product
SCCOG - Standing Committee for Chief Officer Grades
SEC – Section Executive Committee
SFO – Serious Further Offence
SGM – Special General Meeting
SM – Service Manager
SMT – Senior Management Team
SPO – Senior Probation Officer
SPOC – Single Point of Contact
SW – Social Work
TR – Transforming Rehabilitation
TRCF – Transforming Rehabilitation Consultative Forum
T&S – Travel and Subsistence
TUC – Trades Union Congress
TUCG – Trade Union Coordinating Group
TUPE – Transfer of Undertakings (Protection of Employment)
TUO – Trade Union Organisation
UHSS – Union Health & Safety Specialists
ULR – Union Learning Rep
ULF – Union Learning Fund
VQ3/5 – Vocational Qualification Level 3/5
WiN – Women in Napo
WSW – Women Safety Worker

