

Probation | Family Courts

**napo**

**2022/  
2023**

[www.napo.org.uk](http://www.napo.org.uk)

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**ANNUAL  
REPORT**

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# INTRODUCTION

## Napo - working for all our members.

Little did we know as we gathered in Eastbourne last year that we were witnessing the shortest tenure of any British Prime Minister in history. Just after Boris Johnson was exposed as a serial liar we had a new incumbent in Liz Truss who then departed to the back benches after just 45 days. To say that her term of office alongside then Chancellor Kwasi Kwarteng was turbulent, is something of an understatement.

Markets crashed, Ministers resigned and a huge majority of Tory MPs totally lost confidence in their leader. The economic fallout that followed these events has been immense, as millions of working people have suffered a serious detriment to their living standards. Moreover, the current Government shows no sign that it has got a grip on the crisis, that many members of the current Cabinet were party to creating.

This in turn, has triggered a wave of industrial unrest not seen since the 1970s with many unions embarking on industrial action to defend their members living standards as well as their terms and conditions.

Our members working in Probation, Cafcass and Probation Northern Ireland have not been engaged in that struggle but, at the time of writing, we await news of developments on pay across all of these employers. If our members determine that they wish to engage in similar struggles then be assured that we pursue those decisions with determination.

The following report reflects our work on behalf of members over the past 12 months, and I have to record my personal appreciation for the dedication and efforts of all Officers and Staff who have been involved in it.

I always like to single out one of Napo's keynote successes, as at the last AGM we advised you of our support (in a non-financial capacity) for the Judicial Review proceedings against the decision by the Secretary of State for Justice which forbade Probation practitioners from giving their professional opinion to Parole Board hearings.

I have no regret in repeating my description of that as the singularly most stupid political decision since Transforming Rehabilitation, and following the landmark High Court judgement to reverse it we have seen a complete rewrite of the instructions.

We said it would be a mistake to enact this policy and nobody listened; we said it would discredit the Parole Board process and de-professionalise our members work and it did.

Thank goodness that some members of the Judiciary were prepared to demonstrate their belief in the integrity of the criminal justice system, even if the former Lord Chancellor felt he could treat it with such arrogant disdain.

Our members in Cafcass still face workload pressures which, despite some minor improvements in certain regions, are still unsustainable. This employer has been starved of sufficient investment by the MoJ over the last decade, meaning that significant numbers of experienced staff are understandably taking their skills elsewhere to the detriment of families and children. Napo's motion to the TUC in September called for a change in direction in terms of removing Cafcass from the Civil Service Pay Remit and I expect us to have another major objective to pursue.

In the Probation Service Northern Ireland, the National Chair and General Secretary have been involved in member meetings organised by Napo NI reps Fiona Vaughan and Jen White around the developing agenda for pay modernisation following the 'in principle' deal negotiated last summer. This is separate to the 2023/2024 pay round that has yet to commence.

Essentially the parties have mirrored the 2018 Pay Modernisation arrangements which came into the then NPS in England and Wales, but have adopted a job evaluation model which is in use under the JNC arrangements within Local Government in NI. The deal has yet to be approved by the Department of Finance but features shortened pay progression and the capacity to create a potential for new senior practitioner posts if justified by an agreed JES process. Just about all staff working for PBNI stand to receive a payment if the deal is accepted in a ballot.

Some of the deal will be self-financing and this has understandably caused some initial concern amongst some members that they will be asked to work harder, but both Napo and NIPSA have made it clear that this is not going to be an acceptable proposition.

Once approval has been received arrangements will be made to ballot members accompanied by a series of consultative meetings.

In addition to the perennial problems caused by political instability and the fiscal policies operated by the DoJ, retention of staff remains a huge issue for the PBNI and while it is recognised that this proposal will not solve all of the problems, it is hoped that it may convince some staff to remain with PBNI rather than seeking employment elsewhere in the social work sector.

Anyone witnessing some of the proceedings in the ongoing inquiry into the management of the Covid Pandemic could be forgiven for thinking that they have stepped into another universe as one politician after another have fallen over themselves in denying the consequences of their incompetence.

While the threat from Covid has thankfully diminished, it has been appalling to see certain people attempt to airbrush the disastrous results of this dreadful pandemic as if it never happened.

What cannot, and should never be forgotten, is the human cost to hundreds of thousands of families who lost loved ones and the efforts of trade union members and Napo's health and safety representatives whose work was a vital factor in combatting this most dreadful virus.

### **Post-Reunification challenges continue**

Last year, I signposted the likelihood that our engagement with Probation management over their intention to restructure Programmes and Interventions delivery may lead to a national dispute. We currently await the outcome of negotiations on a Transition Agreement with Senior Management before the Probation Unions collectively decide our next steps. A fuller account of our work here appears later in this report, but the developments here are bound to be the subject of serious debate at this AGM.

So too will be the 'One HMPPS' initiative which has occupied much of the available engagement space over the last year. Despite every effort, we have made little discernible progress in securing the assurances that we are seeking about the need to protect the integrity of Probation in what still looks very much like a prison-centric takeover by HMPPS. It's still deeply flawed and hugely unwelcome.

We have made our opposition clear and served notice on the employer that we will step up our campaign to see Probation moved out of the prison-centric HMPPS and restored to something like the independent and community focused institution that it once was. It will take a change of Government to make that and a number of other changes in policy that we are seeking actually happen.

### **Staffing developments**

This year we bade a fond farewell to Liz Manville with great appreciation for her significant contribution to Napo over the previous 8 years. I am sure that all members will join me in wishing Liz well for the future.

We were also delighted to see Pippa Wood join us as Administrator to the General Secretary and our TUO Official, and it did not take Pippa long to hit the floor running as one might expect from a former Probation Officer! I am sure that Pippa will be warmly welcomed to AGM in her new role

### **Our wider objectives**

The above narrative is just a snapshot of the work that has gone on to promote and protect the interests of our members. I hope that you will not only read the annual report but also remind colleagues who may not have seen it as further testimony to what we are trying to do.

## **Welcome to AGM**

Finally, I am sure that members are delighted that it has been possible to repeat the format of AGM last year where we will not only welcome our members who feel able to join us in Nottingham, but 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 again making this possible.

If you are attending AGM in either form, then please take the opportunity to raise questions in the accountability session.

I look forward to seeing as many members as possible and I hope you have an enjoyable and productive Conference.

**Ian Lawrence**  
**General Secretary**

# OFFICERS AND STAFF OF THE ASSOCIATION

## ELECTED OFFICERS 2022-2023

<b>Chair</b>	Helen Banner
<b>Vice Chair (Finance)</b>	Carole Doherty
<b>Vice Chair (Cafcass)</b>	Nicola Taylor-Ebong
<b>Vice Chairs (Probation)</b>	Ben Cockburn Duljit Gill Sue O'Mahoney

## STAFF

<b>General Secretary</b>	Ian Lawrence
<b>Assistant General Secretary</b>	Ranjit Singh
<b>National Officials</b>	Tania Bassett <i>(Press, Parliamentary and Campaigns)</i> Annoesjka Valent <i>(AGM, Trade Union Organisation)</i>
<b>Finance Officer</b>	Theresa Boorman
<b>Finance Assistant</b>	Liz Manville <i>(until May 2023)</i>
<b>Office Operations Manager</b>	Keith Waldron
<b>Administrators</b>	Anne Burbidge Taytula Burke Cynthia Griffith Jacqui Paryag Shireena Suleman Pippa Wood <i>(from April 2023)</i>
<b>ULR Manager (Wales)</b>	Ian Freshwater

# AFFILIATIONS FOR 2023

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:** **Helen Banner** (Chair)  
**Duljit Gill** (National Vice-Chair)  
**Ben Cockburn** (National Vice-Chair)  
**Nicola Taylor-Ebong** (National Vice Chair Cafcass),  
**Carole Doherty** (Vice-Chair Finance)  
**Sue O'Mahoney** (Vice Chair-Probation)

**Branch Representatives:** Each branch is entitled to send one of its two elected representatives to each NEC meeting

**NEC Black Reps:** **Patricia Johnson** (London)

**Officials:** **Ian Lawrence** (General Secretary)  
**Ranjit Singh** (Assistant General Secretary)  
**Tania Bassett** (National Official)  
**Annoesjka Valent** (National Official)  
**Theresa Boorman** (Finance Officer)  
**Ian Richards Consultancy Support\*** (Health and Safety)

**Administrator:** **Pippa Wood** (from April 2023)

**1. Meetings.** The NEC has met five times since the last annual report was written: in September and November of 2022 and in March and June of 2023. A special NEC was also held in February 2023. 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.

Napo members have faced significant challenges in the year, continuing organisational change in Probation (England and Wales) and excessive workloads across all employers. Whilst we have seen a healthy increase in nominations to seats on the NEC some branches have vacancies for one or both of their co-reps which it is hoped will be filled in the new nomination process for the NEC which will take office after AGM.

**2. NEC Black Representatives.** One of the Black representative seats on the NEC was filled for the 2-year term 2022 -2024 by Patricia Johnson (London) and one remains vacant.

**3. Employers' issues.** Ian Lawrence, General Secretary started a new 5 year term on the 1<sup>st</sup> July 2023. The post of Administrator to the General Secretary and TUO Official was filled by Pippa Wood, who commenced work for Napo in April 2023.

A dispute has been registered by the Staff Side supported by Unite the Union, and referred to ACAS for Arbitration. At the current time this process is ongoing.

**4. Napo Head Office.** Most staff continue to work from home as it has been shown to have achieved improved operational efficiency. 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 and steps are in hand to make the premises at Boat Race House more conducive for the holding of small meetings where this is necessary.

**5. 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 2022 are included in this annual report.

**6. Anti-Racist Policy Statement and Race Action Plan.** The Statement and Action Plans were approved unanimously by the NEC and formally launched at the 2021 AGM in October. The new Anti-Racist Policy Statement sets out clearly that Napo is an anti-racist union and has a zero tolerance approach to racism. 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.

Our specific work in the field of anti-racism is covered elsewhere and reflects the considerable efforts of Officers, Officials and Staff over the last 12-months.

**7. Branch Disputes.** No Branch disputes were reported in 2022/2023.

**8. Motions.** The following motions have been considered by NEC during the reporting period for the Annual Report.

Category C motions (if passed by NEC become policy), were passed on the 22<sup>nd</sup> November 2022:-

Joint Secretaries (South Yorkshire Branch) – carried.

Initial Induction Appointments (South Yorkshire Branch) – carried.

**9. Operational Plan and Strategic Objectives.** The November meeting of the NEC agreed Napo's operational Plan 2023 and this was sent out to branches. 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.

**10. 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 Members 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.

**11. General Federation of Trade Unions.** Napo is an active affiliate of the GFTU. The General Secretary was elected as GFTU Vice-President 2023-2025 at the Biannual conference.

**12. 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.

**13. Trade Union Congress (TUC).** Napo submitted two motions to the 2022 Congress in Brighton which was held in person for the first time since 2019 entitled:

‘Defending the integrity of the Justice System’ and ‘Working in partnership to defeat racism’. Both motions were passed. Napo’s delegation to Congress consisted of General Secretary, Ian Lawrence.

The 2023 Congress takes place in Liverpool. Napo has submitted two motions entitled:

‘Lives at risk – Government failures on the Probation Service’ and ‘Remove Cafcass from the Civil Service Pay Remit’. Napo’s delegation to Congress will consist of Ian Lawrence and Ben Cockburn.

Ian Lawrence retained the seat unopposed for the General Council Section F (Black Member representing smaller unions of less than 200k members) for 2022/2023, and is the sole nominee for this seat in 2023/2024.

**14. TUC Young Workers Conference.** The conference took place from the 1<sup>st</sup>-2<sup>nd</sup> April, Andrea Kocsondi was approved as Napo’s delegation. No motions were submitted.

**15. TUC Lesbian Gay Bisexual and Trans Conference (LGBT+).** The conference took place from the 29<sup>th</sup>-30<sup>th</sup> June 2023 Adam Harmsworth, Family Court Section, and Lucy Jennings were approved as Napo’s delegation. No motions were submitted.

**16. TUC Disabled Workers’ Conference.** The TUC Disabled Workers’ Conference took place on the 11<sup>th</sup> and 12<sup>th</sup> July 2023, and Ikki Bhogal, Darren

Kiggins and Ranjit Singh were Napo's approved delegation. No motions were submitted.

**17.** There were no nominations for the TUC Women's conference or the TUC Black Workers Conference.

# 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  
**Kathryn Holt** - Member of SEC  
**Vacant**- Lay member (FCA)  
**Vacant** - Practice Supervisor Rep  
**Vacant**- Newly Qualified Social Worker Rep  
**Ian Lawrence** - General Secretary/Official

**1. 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 6 October 2022.

**2. Meetings.** The Committee has met with the Section Executive Committee and the Family Court Committee on 8 occasions during the year so that information can be shared (9 August 2022, 31 August 2022, 5 October 2022, 1 November 2022, 16 January 2023, 21 March 2023, 4 May 2023 and 13 July 2023). In addition, the Cafcass Negotiating Committee has also met on the 4 January 2023 and the 7 June 2023. All these meetings have taken place by virtual means.

**3. Partnership Meetings.** There have been three virtual Partnership Meetings with Cafcass Senior Leaders which were held on the 19 January 2023, 20 April 2023 and the 20 July 2023. We have submitted most of the agenda items for these meetings including on the workload crisis, workload measurement tools, recruitment and retention strategies and pay and reward and we have taken a very active part in these meetings by asking questions, providing challenge and suggesting positive ways forward.

We have also attended separate meetings and provided feedback on proposals to configure Band 8 and the fixed work overtime scheme.

**4. Progress on Equal Rights Issues.** At Partnership meetings we have queried and challenged the over-representation of workers with a disability or from a Black, Asian or Ethnic Minority background who have been in some level of employee relations activity. The Employer has agreed to explore this in further detail and report back.

A separate meeting took place with the Lead for Equality, Diversity and Inclusion at Cafcass, who attends Partnership meetings, to discuss in more detail Cafcass' and Napo's diversity agendas and current initiatives. This was a productive meeting.

Following this meeting Cafcass' Gender Pay Gap Report was shared. We have requested Cafcass' Ethnicity Pay Gap Report, and this is awaited.

We have again requested an update from the employer about their menopause guidance/support. This is to be followed up at the next Partnership meeting in October 2023.

We have also requested an escalation route for those members where there have been delays in provision of their reasonable adjustments. The Employer has agreed to consider this.

**5. Motions.** There were two motions passed at Napo's AGM 2022 which referred to Cafcass. The first motion was:

**Negotiate/Campaign to get flexible working, including working from home as part of Probation/Cafcass terms and conditions which can be seen as a positive retention tool (Resolution 12)**

The joint pay claim with Unison in 2021/2022 requested the implementation of a flexibly working policy.

Cafcass supported this proposal. We consulted on their flexible working policy which was subsequently issued in May 2022.

We have advised and supported members in their applications for flexible working arrangements.

The second motion was:

**Co-ordinate action to persuade the relevant Government ministers to release the shackles on Cafcass management and allow them to provide their workforce with a pay award that will allow Cafcass to retain existing staff and continue to recruit staff with the necessary skills and experience (Resolution 13).**

It has been a long-term campaigning priority for Napo for Cafcass to be removed from having to adhere to the Civil Service Pay Guidance Remit. It has been our long-held position that Cafcass needs to be given the freedom and autonomy to compete with Local Governments on pay and therefore Cafcass' appropriate benchmarks are not with the civil service.

Since Napo AGM 2022, this campaign has continued.

The demand for Cafcass to be removed from the Civil Service Pay Guidance remit was again included in the joint pay claim with Unison 2023/2024. This demand was discussed and outlined in a briefing to the Justice Unions' Parliamentary Group in February 2023 and is the focus of one of Napo's motions to the TUC 2023 which is detailed below.

TUC Motion 2023: Remove Cafcass from the Civil Service Pay Remit

Workers in the Children and Family Court Advisory and Support Service (CAFCASS)

carry out essential work assisting parties involved in traumatic family breakdowns. Their efforts in public and private law proceedings make a critical difference to parental relationships and the lives of children who are caught in the crossfire of these conflicts.

As an Arms-Length body within the auspices of the Ministry of Justice, members of Napo and Unison have seen their real terms pay massively reduced over the tenure of this government. Cafcass recruits from Local Authority social work teams whose pay increases have outstripped those of Cafcass staff in recent years. The result has been more staff leaving CAF/CASS for other social work roles, which undermines the stability and effectiveness of the organisation.

The fact that CAF/CASS can maintain its operations at all in the face of the demands placed upon it, is acknowledged by senior management and is solely down to the fact that most staff members work unrewarded, above and beyond their contracted hours, to support children who face huge upheavals in their experience of family life.

Congress supports the joint union campaign to see CAF/CASS removed from the centralised control of the MoJ. The General Council are asked to lobby the Labour Party to clearly commit a future Labour Government to remove Cafcass from the strictures of the Civil Service Pay Remit which is effectively a restraint on our member's trade.

**6. Pay 2022/2023.** The full and final pay offer imposed on Cafcass workers for 2022/2023 was 2.51% (far below the joint pay claim of 10.8%) which was finally paid in February 2023. This again was below the pay award to Local Government social workers who were awarded £1,925 which was worth between 4% - 6% to them. Both these awards constituted a sharp real term pay cut with inflation averaging at 9.1% (CPI) and 13.08% (RPI) in 2022. A trade dispute was lodged between workers represented by Napo and Unison and employed by Cafcass. This dispute remains unresolved. After consideration of the results of a consultative ballot and feedback from members a decision was taken by both Napo and Unison to suspend the possibility of an industrial ballot over the 2022/2023 pay award and to focus on the joint pay claim for 2023/2024.

The situation was further compounded by the refusal of the employer to assist in securing a meeting with Lord Bellamy the Minister for Families and Children.<sup>44</sup>

**7. Pay 2023/2024.** A joint pay claim with Unison has been lodged for 2023/2024. Summary of this claim is for an increase in the value of all pay points of 3% above the Retail Prices Index (RPI) of inflation as of the 1 April 2023 which was 11.4%. Negotiations are ongoing and a formal pay offer is awaited.

The maximum Civil Service Pay Guidance remit for 2023/2024 is 4.5% with an additional 0.5% to be targeted towards those on lower pay. However, these figures must account for all other pay increases including in-year pay progression for staff moving to target salaries as well as other structural benefits to pay. This disappointingly falls far short of our claim.

An additional one-off payment of £1500 is to be awarded to all eligible staff in Cafcass in the August 2023 payroll. This will be subject to deductions for tax, national insurance and pension contributions. This payment was not subject to negotiations with the Trade Unions. The Cabinet Office stipulated that this payment was made as “recognition of commitment and professionalism and as support for the cost-of-living challenges we all face as public servants. This is a retrospective non-consolidated payment and is therefore not part of the pay award for 2023/2024.

# CAMPAIGNS, PARLIAMENTARY AND PRESS

**1. Campaigns.** Napo continues to keep our campaigns focused on the workload and staffing issues across both CAF/CASS Family Court Section and Probation. Operation Protect will be covered in more detail in the Trade Union Organising section of this report.

With the continued agenda of One HMPPS, Napo will be looking at mobilising a campaign around our long standing objective to release probation from the prison service. It is clear that One HMPPS poses a real threat to probation as a profession, its identity and its values.

At the time of writing this report, the Campaign Network is being reviewed to see how it can best serve members wanting to get involved in campaigns both locally and nationally. Link National Official Tania Bassett and National Vice Chairs Sue O'Mahoney and Nicola Taylor-Ebong have met with a small group of members to review the terms of reference of the network, set up meetings for the coming year after AGM and reviewed how members can take an active part in campaigning across Napo's operational plan. The network will contact members once AGM closes and we have reviewed this year's motions.

**2. Parliament.** Napo has had another busy year in terms of parliamentary debates and evidence submissions to parliamentary committees. We have submitted two written evidence submissions to the Justice and Home affairs committee. These were regarding community sentences and the Victim and Prisoners Bill. With regards to the latter General Secretary Ian Lawrence, National Chair, Helen Banner and National Official Tania Bassett also met with the Victim Commissioner for the Major of London to discuss shared concerns about the Bill and steps each are taking to raise these.

In April Napo submitted a briefing on Indeterminate Public Protection prisoners in advance of a parliamentary debate on the matter raised by Sir Bob Neil MP. Napo continues to work with MPs on this issue and regularly attend the IPP roundtable chaired by the Centre for Criminal Justice Studies. There has been a real shift politically with regards to IPPs and we will continue to campaign on this very important issue.

Parole and the continued "reforms" that have taken place this year has been a significant issue for Napo and other criminal justice stakeholders. National Vice Chair Ben Cockburn as worked tirelessly on this issue which is addressed in more detail in Professional and Training. Napo submitted a briefing for MP's to raise our concerns about the parole changes.

Raising awareness via parliament remains a key tool in Napo's campaigning. A briefing on the current plans to disband the Divisional Sex Offender Units was sent to

MPs in June. Napo will utilise our parliamentary links through the Justice Unions Parliamentary Group and our own contacts to raise our concerns about the changes to programmes as a whole and the risk to public safety that they pose.

The Justice Unions Parliamentary Group (full report to be presented by Liz Saville-Roberts MP at AGM) continues to provide us with a vital forum to work with other justice unions on joint campaigns and briefings.

**3. Press.** Napo has maintained a high presence in the press this year. Again Community Care has extensively covered the ongoing issues of workloads and pay in CAF/CASS. Community Care have closely followed the progress of pay talks with CAF/CASS and Napo's position has been well represented. We will continue to work closely with them over the next year.

Radio 4's File on 4 ran a story on workloads using the data from the Napo workloads survey earlier this year. We had a tremendous response to that survey with over 900+ members taking part. This not only informed the programme but enabled General Secretary Ian Lawrence to robustly argue that working conditions for staff are unsustainable and dangerous as they currently stand.

We have, understandably had coverage in relation to a number of high profile Serious Further Offences. Whilst not all of it has been welcome, it has given Napo the opportunity to raise the issue of workload and staff shortages in national media and highlight the risks to both staff, clients and the public as a result of damaging working conditions. This coverage, as well as speaking at a number of conferences throughout the year has caught the attention of His Majesties' Inspectorate Probation. Napo has met with the Chief Inspector Justin Russell on a number of occasions to discuss the impact of workloads. Justin Russell himself has spoken out publicly and in the media about the current state of probation which has added weight to our overall campaign.

# EDITORIAL BOARD PROBATION JOURNAL

## Members:

**Nicola Carr** (University of Nottingham) Editor

**Peter Traynor** (Manchester Metropolitan University) Managing Editor

**Steve Collett** (Merseyside/Retired)

**Jane Dominey** (University of Cambridge)

**Olivia Henry** (Probation Service, South West)

**Peter Marston** (Probation Service, North West)

**Shelly-Anne** (McDermott Probation Service, London)

**Fergus McNeill** (University of Glasgow)

**Jake Phillips** (Sheffield Hallam University)

**David Raho** (HMPPS) Book Review Editor

**Mariam Rashid** (Probation Service, Manchester)

**Rachel Reed** (Probation Service, North West)

**Ruth Storey** (Probation Service, North East)

**Gwen Robinson** (University of Sheffield)

**Officer: Ben Cockburn** (Vice Chair)

**1. Editorial Arrangements.** Oversight of the editorial process is shared between Nicola Carr (Editor) and Peter Traynor (Managing Editor), backed by an experienced and committed board membership. In the past year new members have joined the Board including Mariam Rashid (Greater Manchester), Rachel Reed (North West) and Dr Jane Dominey (University of Cambridge). 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.

## 2. Usage

- Full data is not yet available from the publisher for 2022/2023, so we include available interim data on the journal's usage:
- There were 136,614 full-text downloads of PJ articles in 2022, 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.
- The Journal has recently secured an Impact Factor (1.5), which is an indicator of esteem and the success of the journal.
- Up to June 2023 there were 82,620 full text downloads. This figure is higher than the previous year's figure at the same point in time.
- The following articles were amongst the Top 10 Most Downloaded articles (Jan-Jun 2022): Bartels et al (2018) 'Public opinion on sentencing and parole.; Fox et al (2017) 'A Rapid Evidence Assessment of the effectiveness of prison education in reducing recidivism and increasing employment.' And Baim (2020) 'Applying the Dynamic-Maturational Model of Attachment and Adaptation in criminal justice interventions.'

**3. 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 2022/2023 Royalty Statement is awaited from the publishers.

**4. 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 transitioned to mostly holding online meetings and now meet in person just once per year. 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 and race and ethnicity balance amongst the board members.

**5. 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.

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.

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.

**6. Issues in Community and Criminal Justice.** The ICCJ is edited by Steve Collett (Series Editor) and Peter Traynor (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, and on veterans and the criminal justice system are currently in development.

**7. 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:

**Patricia Johnson** (Chair)

**Richard Clark**

**Eleanor Page**

**Iqbal Bhogal**

**Link Official: Ranjit Singh**

**Link Officer: Duljit Gill**

**Administrator: Shireena Suleman**

This year has been a difficult year for the Committee. The committee has struggled to hold a meeting due to prior commitments and workload issues for committee members. There were several attempts to hold a meeting and the first meeting of the Equal Rights Committee eventually took place in June 2023.

One motion was allocated to Equal Rights Committee.

## 1. AGM Motions.

*Time for a reality check on staffing and workloads* This motion was examining the impact of workloads on probation staff and mandated the Officers and Officials to conduct a survey to look into staff morale and other factors that influence the resilience of staff.

Napo was not able to conduct a joint survey with the employer as requested within the motion. However, Napo did conduct a survey of Napo members in May 2023. It asked 10 questions that covered what the scope of the motion required.

The questions covered the impact of workloads and what influences resilience. The ten questions asked were as follows: Q1. How long have you been in the Probation Service? Q2. How well did your training prepare you for working in probation? Q3. What do you like best about your job? Q4. How many cases are you dealing with at any one time & how does this match up with how many you should be handling? Q5. Are there enough staff in the area you work in - if not, how short are you? Q6. What are the most challenging aspects of the job? Q7. Do you believe the Probation Service currently delivers a good service for people on probation - if not, why not? Q8. Do you believe the Probation Service currently delivers a good service for victims and the public - if not, why not? Q9. What is morale like in probation at the moment? Q10. Are you considering leaving - if so, why?

There were just over 900 responses to the survey. At the time of writing this report, not all the analysis of the survey responses has been collated and completed due to the volume of responses. However, Equal Rights Committee will be asking for an overview of the responses to help inform its work going forward. In addition, the survey responses have helped inform the joint union campaign on workloads "Operation Protect".

**2. TUC Equality Conferences.** Napo was represented at the following TUC Equalities Conferences: Disability Conference and LGBT Conference.

**3. Napo Equality Networks.** The LGBT network, Disability network and Napo Black Network will have met four times this year. The networks provide a valuable forum for identifying key concerns and sharing experiences from members with protected characteristics.

**4. Race/Anti- Racism Activity.**

**Probation Survey of Black Asian and Minority Ethnic Staff - Race Action Plan:** Napo is continuing its work alongside our partners to deliver on the Probation Race Action Plan.

Napo continue to meet monthly with the Probation Service to assess progress on the action plan, and the action plan is also discussed at our quarterly meetings of the Probation Unions Diversity and Equality Sub-Committee of the JNC. To make the most of the monthly meeting, each meeting will have a theme to examine in more detail. So far we have looked at the work of the Tacking Unacceptable Behaviour Unit (TUBU), Pay and Race in Probation and Bullying and Harassment on the grounds of Race.

**HMIP Report – Race Equality in Probation: The experiences of Black, Asian and minority ethnic probation service users and staff.** Following the production of the Thematic inspection in March 2021. A further inspection was carried out this year with the report due to be released in September 2023. Napo will be working with our sister unions and the employer to respond to the report's findings.

**Race Pay Gap reporting.** Napo is continuing to work with the Probation Service and CAFCASS to encourage them to produce an annual Race Pay Gap report for Black, Asian and minority Ethnic Staff Working in Probation and the Family Courts.

## **5. Disability**

**Workplace Adjustments:** Napo has raised our concerns directly with the employer about delays experienced by members when implementing workplace adjustments. Despite the introduction of the MoJ Workplace Adjustment Service which was established to support staff and managers on how the organisation can support staff with disabilities. There are still far too many members suffering as a consequence of delays implementing their adjustments. Napo has held an emergency meeting with the employer to set out these concerns. Despite attempts to resolve these issues, for example establishing an escalation route in both Probation and CAFCASS, unnecessary delays still occur.

Therefore, Napo following a request from members of the Disability Network, has developed a Disability Leave Foreseeability Notification. This notification can be used by members to put the employer on notice, that if their adjustments are not in place within a reasonable timeframe and the member is not able to undertake alternative duties, the member should be given disability leave. If this request is not facilitated, the foreseeability notification puts the employer on notice that they shall

be liable for the consequences due to a failure to make reasonable adjustments and the subsequent impact on the member's health and wellbeing.

**6. LGBT.** The LGBT network has scheduled four meetings for the year. The membership for the network is growing and the group continue to look at opportunities to grow the network and we will continue to work with our partners to raise the profile of LGBT issues across Probation and CAFCASS.

**7. 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 above and is not repeated in this statement. Each Committee should also have provided an equalities statement within their contribution to the Annual Report.

Report on Implementing Anti-Racism Policy; work to promote an inclusive union:  
Thank you to Cheshire and Greater Manchester Branch for returning their pro-forma within the timeframe.

# FAMILY COURT COMMITTEE

## Membership:

**Nicola Taylor-Ebong** – National Vice-Chair

**Nicki Kenney** – Family Court Section Co-Chair

**Steve Hornby** – Family Court Section Co-Chair

**John Mallinson** – Editor Family Court Journal

**Ian Lawrence** – General Secretary/Official

## Family Court Journal Editorial Board Membership:

**Nicola Taylor-Ebong**

**Nicki Kenney**

**Steve Hornby**

**John Mallinson**

**Paul Walker**

**Peter Brooks**

**Catrina Flynn**

**1. Membership.** The membership of the committee is set out in the Family Court Section Constitution. At the Family Court Section AGM held on the 6 October 2023, there were no nominations again 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.

**2. Meetings.** To share information and ideas the Family Court Committee has met together with the Family Court Section Executive and the Negotiating Committee on 8 occasions during this year (9 August 2022, 31 August 2022, 5 October 2022, 1 November 2022, 16 January 2023, 21 March 2023, 4 May 2023 and 13 July 2023). All these meetings took place by virtual means.

**3. Motions.** There were no motions attributed to this committee.

**4. Professional Issues.** We continue to remain concerned about the outcome of the Transparency Review in the Family Courts which recommended that accredited media representatives and legal bloggers be able to attend and report publicly on Family Court hearings and the potential impact of this on our members, children and families and the Family Court System. We have expressed our concerns in writing to the President of the Family Division and we requested to be a member of the Transparency Implementation Group (TIG). Disappointingly, our request was refused by the President of the Family Division. We have raised our concerns on many occasions with Cafcass Senior Leaders who have kept us apprised of any progress.

**5. The Family Court Journal.** The Family Court Journal has been relaunched and their first online edition was published on the 28 June 2023. This edition contained interesting articles on Family Arbitration, Challenges in the Family Court, Transparency in the Family Courts, Parental Alienation and the role of the Local Authority Designated Officer (LADO). It was great to see the Family Court Journal back and a big thank you, and congratulations, are extended to the Editor and the Editorial Board! A budget bid has been submitted and it is hoped that in the future two online editions per year will be produced. Contributions are welcome from Napo members and non-members in relation to the Family Court and wider social work practice with children and families. Cafcass members are also asked to promote the journal among their colleagues and members who are yet to join a trade union, helping to make it a regular feature as well as an additional benefit to membership of Napo.

The General Secretary is pursuing the possibility of marketing the Journal through Sage Publishing and more news will follow once it is available.

**6. The Family Court Conference.** A Family Court Conference has not been held this year due to the lack of a fully functioning Family Court Committee to organise it.

# HEALTH AND SAFETY

**1. Introduction.** Napo has continued to work hard to raise the profile of Health, Safety and Welfare as a means of safeguarding members in the workplace and as a tool for recruitment.

**2. Meet the team.** Our work here is led by Ian Lawrence, Napo's General Secretary who is supported by National Vice-Chair Sue O'Mahoney, Shireena Suleman and Ian Richards from the GFTU who continues to provide the union and its members in Probation and Cafcass with Consultancy support. This vital work is carried forward by activists in branches who meet monthly across Probation through on-line Health and Safety and Covid Reps forums which those attending value.

**3. Napo affiliations.** In addition to our affiliation to the GFTU, the following benefit the Health, Safety and Welfare work of Napo.

**Hazards:** with significant cuts to funding for the Health and Safety Executive by the Government and the subsequent impact on staffing capacity and effectiveness, the Hazards campaign continue to champion better Health, Safety and Welfare in workplaces across the country and actively communicate about issues through their magazine, undertake the role of critical friend and campaign constantly. Branches are urged to subscribe to the Hazards magazine to raise branch member awareness and stimulate greater commitment and recognition to workplace Health, Safety and Welfare reps.

**Labour Research Department:** LRD publications provide vital underpinning information to Officers, Officials and Activists and the annual Health and Safety Law guide is essential reading for those championing Health, Safety and Welfare across our members.

Affiliation and activism amongst the National Shop Stewards Network ensures that Health Safety and Welfare and other Napo Trade Union priorities remains high on the Agenda.

The work of the Trades Union Congress in England and the Wales TUC continues to be important, with the work of Shelly Asquith as the Health, Safety & Wellbeing Officer in the TUC Organisation, Skills and Services Department, helping the work of Health and Safety and Covid Reps roles across the country being celebrated and supported.

## 4. Health and Safety Network

### Health and Safety Network Officers:

**Sue O'Mahoney** (National Vice-Chair Probation)

**Nicola Taylor-Ebong** (National Vice-Chair Cafcass)

**Chair: Nicki Kenney** (Cafcass)

**Administrator: Shireena Suleman**

**External support (provided by GFTU): Ian Richards** (GFTU Operations Manager)

**5. Our perpetual thanks continue to go to member colleagues** and people who support them in trying to ensure that workplaces are safe, sometimes in challenging situations.

**6. A legacy of the chaos caused by the Covid-19 pandemic** has been a complex mix of working arrangements for members, meaning that homeworking has needed inclusion on agendas with management to ensure members are safe, especially the vulnerable and clinically extremely vulnerable.

**7. The recognition agreement between the Union and Employers** is a very important document and describes a set of agreed principles for all aspects of trade union activism for members, with regards to Health, Safety and Welfare, these are also distilled into a useful TUC publication called the Brown book.

Facilities time means that our formally appointed Health & Safety and Covid reps should be provided with training, resources and adequate time off to undertake Trade Union duties and we work hard to ensure that these arrangements are robustly defended and improved.

New Trade Union reps need to have a greater understanding of their roles, responsibilities and workplace protection across the board, but in this instance, specifically Health, Safety and Welfare. Our work has included creating more awareness about the recognition agreement, and what facilities time means. This will make us stronger in the workplace.

**8. Some members have also taken part in their employers' health** and safety activities throughout the year, Napo training opportunities have been limited but the situation is slowly improving and there needs to be a clear focus on safeguarding members in their workplaces and representing them at branch and PDU/Service levels and at JCC and Health and Safety working groups nationally.

**9. For Probation members, the challenges are to ensure that good risk** management practice becomes embedded and the general risk assessments (GRAs) are undertaken and any concerns reported upward via PDUs/Service leads and JCC.

Few members realise that through the Health and Safety at Work Act 1974, Regulations, Codes of Practice and guidance relating to the Safety Representatives and Safety Committees produced in 1977, that if a Union Rep feel that members and other colleagues are at risk of imminent danger in the workplace that they are able to withdraw staff from that workplace until an issue is addressed to their satisfaction, as referenced in the TUC's Brown Book.

This is even more important in work locations where there hasn't been the same levels of scrutiny on them previously, e.g. reintegrated former CRC service locations, people working from home, shipping containers for our UPW colleagues to work

from, APs, or places where programmes are delivered away from contact centres where people from outside can just walk in off the street without any restrictions.

**10. We continue to run regular monthly health and safety forums** for Probation Service Health and Safety and Covid Reps which happen on the first Tuesday of every month, In Cafcass they are less frequent, but it is encouraging to see how many people attend. Agendas cover information sharing, question and answer sessions with invited guest speakers and aspects of Health, Safety and Welfare training.

**11. We continue to follow up with the Napo HQ team,** the issues that members raise with us, pregnancy risk assessments, workplace inspections, inclusivity in new buildings, challenging where people are being placed in offices who may have protected characteristics, asking for equality impact assessments, safe working practices, cleaning issues, prisons, court issues, programmes issues, water coolers (sadly not to be reintroduced), learning from near misses and other events following an incident in the workplace, welfare issues, stress risk assessments, workloads, UPW minibuses, there are often emerging issues and issues related to equality, diversion and inclusion such as menopause, accessibility etc. as well and sadly the list goes on. Thank you to all our COVID and health and safety reps, you are doing a great job!

**12. A service level agreement between Napo and GFTU forms a blueprint** for the work undertaken by Ian Richards, the GFTU Operations Manager who has extensive Health and Safety experience who has been providing support for Napo's Health, Safety and Welfare work since November 2021.

**13. Motions: At the 2022 AGM there was a Motion titled:** Is the wellbeing initiative making me unwell? Which stated:

This AGM is concerned that the Probation Service's over-reliance on the use of counselling services for staff, who report stress and anxiety, ignores evidence such as that presented by Jo Clark. This suggests that rather than helping to enhance resilience, this "blanket approach" may in fact be re-traumatising those it intends to support. Whilst counselling may be useful for some, referrals should only be made by a qualified practitioner, accounting for the individual's personal circumstances, health issues and the cause of stress.

A reliance on counselling does not address external factors causing an individual to become ill. Factors such as workload, limited resources or badly managed change are not the fault of the person affected.

This AGM therefore instructs Napo to:

- explore the work presented by Jo Clark and others, and to use evidence to identify any risks associated with this approach,
- argue for a nuanced, holistic approach to improving the wellbeing of staff,
- put an end to the wholesale referring of staff for counselling whilst making it clear that the Service must take responsibility for the negative impact Probation work is having on its greatest asset - it's staff.

The motion was carried and in order to report back; we have discussed the wellbeing initiative in regular meetings with the employer, shared the outcomes at the Health and Safety and Covid rep forums and we will add content relating to this aspect of stress and mental health strategies to the Napo website and explore the issue through training in the coming year.

**14. The Impact of the Corona virus on health and safety related work** is still being felt and we recognise that during lockdown all Napo Officers, Officials, Health and Safety and COVID reps were overwhelmed with concerns and queries from members as the employers scrambled to react to the Pandemic. Responses were varied especially in the Community Rehabilitation Companies settings, which have now returned to state control, returning to HMPPS and where Napo members work in Approved Premises (APs) and Prisons. The impact is still felt by those who are Clinically Vulnerable (CV) and Clinically Extremely Vulnerable (CEV) and pregnant women still need individual risk assessments, now known as Personal Management Plans within Probation and then take appropriate interventions to stay safe, with some people still being unable to return to their previous workplaces.

Where people made hurried arrangements for homeworking at the start of the pandemic to safeguard themselves, families, colleagues and people we work with much of this lacked rigour, and where people continue working from home then long-term solutions need embedding including workstation and DSE risk assessments etc. as Employers have a duty of care wherever the employee undertakes their responsibilities.

Members who worked from home tried to adapt their work arrangements to safeguard themselves, their family and friends and colleagues but we anticipate that the lack of appropriate working spaces, furniture, technology and support will lead to issues including Muscular Skeletal Disorders (MSDs), which are sometimes referred to as Repetitive Strain Injuries (RSIs). Stress levels were also heightened throughout the period and some report Post Traumatic Stress Disorders (PTSDs) that in some instances have been misreported through the sickness reporting procedures.

The Union worked closely with the Employers to find solutions to the difficulties brought by the Pandemic and tried to navigate changing circumstances appropriately, we are very grateful to all for their efforts to safeguard themselves and others but are mindful that the threat hasn't gone away fully, despite the efforts of the employer to convince members to return to "business as normal" position.

**15. Activities: The employer has a statutory duty of care for you** and a legal responsibility to ensure you and colleagues are not harmed in the workplace and the Union work tirelessly to ensure this happens.

**16. The GFTU and TUC also provide some health and safety training** opportunities. Annoesjka Valent has made arrangements with the Society of Radiographers regarding collaboration on Training. We have also delivered some basic Health and Safety rep training at member forums and as we return to some normality after the Pandemic the Napo introductory safety rep training will be picked up.

**17. Workers Memorial Day:** Annually on 28 April Napo members are usually asked to join the Napo staff group in marking the nationwide minute silence or to take part in local events to remember workers who have lost their lives from Covid 19, or who have died in service. We endeavour to mark Workers Memorial Day in an appropriate way in 2024 and to invite the employers to share communication with staff in support of the event.

**18. Napo health and safety strategy.** A review of the current Health and Safety strategy, the impact of the pandemic and re-integration of CRCs after the Union's historic victory to reunite the service will be completed in the coming year and a new Health and Safety strategy shared for consideration by the NEC and members.

**19. Stress at work:** A recurring theme at health and safety meetings is how to address the problem of occupational stress and how stress risk assessments are recorded.

The new Operation "Protect" campaign, launched on 26<sup>th</sup> June 2023, in partnership with GMB and Unison starts to address the heavy unmanageable workloads faced by members and the flawed Workplace Management Tool (WMT) which fails to recognise the true workload issues and pressures members are under.

Workloads continue to be on every agenda, and we continue to advise our members to follow the process on the new Napo Health and Safety page on the Napo website and/or speak to your reps.

**20. Communicating about Health, Safety and Welfare at work:** We are continuing to update the Napo website health and safety page, and our thanks must go to Shireena Suleman, who skilfully makes the changes and guides as to what is possible or not. If anyone reading this has thoughts of what would be useful etc, please do get in touch, as it is your page and therefore needs to be useful to you.

**21. Napo Health and Safety publications:** There have been no recent, new publications.

# PROBATION NEGOTIATING COMMITTEE

## Members:

**Jenny Aston** (Staffordshire West Midlands)

**Richard Clark** (Kent, Surrey, Sussex)

**Ann Cruse-Stoddart** (West Yorkshire)

**Charron Culnane** (London)

**Mairead Finn** (Napo Cymru)

**Lance Gilroy** (East Coast)

**Ceris Handley** (Western)

**Patricia Johnson** (London)

**Officer:** Helen Banner

**General Secretary:** Ian Lawrence

**Administrator:** Pippa Wood from April 2023

**1. During the last year the committee** has been at full complement for Band 5 and above members, has three vacancies for Band 4 members and one vacancy for Bands 1-3.

**2. Given that the three-year Probation Pay award was accepted** by members effective from 1<sup>st</sup> April 2022, the Committee has not been required to meet as regularly as in previous years. Since the production of last year's annual report the Committee met twice in August 2022 to consider the progression of that pay claim.

**3. The Committee met in May 2023 to consider two key issues.** Firstly, agreement to the offer to settle the longstanding Incremental Dispute for a progression payment to staff appointed on 1<sup>st</sup> October and in post on 31<sup>st</sup> March 2023, ('The Sunset Offer' where, in return and after having taken legal advice, the unions have accepted that this entitlement will no longer be applicable to new recruits). Two caveats to this agreement were agreed by the committee.

The second key issue being the additional Pay Re-opener Claim submitted by the joint trade unions in light of the deteriorating Cost of Living Crisis.

The claim was as follows:

- A 12% increase on all pay points effective from 1 April 2023
- An unconsolidated (one-off) payment of £2,500
- An increase in the value of all Probation Service cash allowances of 12% effective from 1 April 2023.

At the time of writing, discussions have taken place on managements initial response to the claim and the fact that the outcomes of the Independent Pay Review Bodies were accepted in full by the Government in July.

An update was also provided about the Geographical Allowance Claim and the ongoing Unsocial Hours dispute.

Further developments are due to be considered by the Napo NEC in September and further news will be issued to members once it becomes available.

# PROFESSIONAL AND TRAINING

**1. The employer's workforce planning subcommittee has met regularly** over the last year attended by National Chair Helen Banner, National Vice Chair Ben Cockburn and National Official Tania Bassett. The committee was originally set up to be a forum to discuss workforce issues such as PQiP and the PQiP review and staffing issues. However, its remit has grown significantly, and each agenda appears to get longer for each meeting. That said it is proving to be a useful forum to discuss critical issues. In the last year the committee has covered topics such as, Workload Measurement Tool review, Gatekeeping for Court reports, changes to the learning and development offer across probation, prioritisation tools, staff mobility, recruitment and retention (which is a rolling agenda item), Community payback dashboard. This is by no means an exhaustive list and Napo are an active member of the committee who will raise the key concerns raised members.

Going forward the committee will be monitoring and evaluating the number of reviews the employer has planned for each part of the business. This includes reviews of sentence management, courts and unpaid work to enable a better understanding of resource requirements. This will likely generate a lot of work going forward and may require the committee to review how often it meets.

**2. Napo has seen its significant efforts rewarded** in the reversal of significant parts of the previous Secretary of State's plans for a 'Single Secretary of State's View' in relation to our written and verbal evidence to the Parole Board. The collapse of this policy entirely vindicates our approach in immediately and consistently challenging HMPPS on this throughout the period from our last AGM. We continue to meet with the employer to represent member's interests on a range of related issues, for instance the introduction and initial number of so-called 'public' Oral Hearings, and plan to build on the momentum achieved so far.

**3. We are about to begin initial discussions with HMPPS** on the development of the Prison Target Operating Model as it is clear our members – especially those working in prisons – have a legitimate stake in having their voices heard on this matter. Napo is also working with the employer to ensure the recognised trade unions are consistently consulted on as regards proposed national changes to Prison Service policies and guidance where our members are affected. At every opportunity we have continued to push HMPPS for the prompt introduction of an equivalent Workload Measurement Tool for Prison-based Probation staff – as we have done with other roles – and to obtain a firm commitment on the earliest possible date when this will be introduced. Napo continues to meet regularly with representatives of the employer on wholly OMiC-related (Offender Management in Custody) matters, for instance on the ongoing problems we have seen on matters relating to the direct line management of some Probation Service staff by Governor-grade Prison Service employees.

**4. There have been a number of His Majesty's Inspectorate Probation (HMIP) reports published in the last year.** HMIP have focused on carrying out several regional inspections across England and Wales. Sadly the majority of these have

resulted in inadequate or needs improvement ratings. However, it should be noted that the Chief Inspector Justin Russell, has publicly and within reports noted the hard work that probation staff are doing and the impact that workloads and staff shortages have had on the quality of service. Alongside inspections HMIP have published SFO reviews and thematic reports including one on SFO investigations. These have been valuable sources for our briefings and enabled us to discuss the findings with the employer. Napo are pressing for many of the Inspectors recommendations for SFOs to be implemented as well as being in regular contact with the SFO team to help improve the experience and quality of SFO investigations and reviews.

**5. Members will be all too aware that there has been another big** recruitment drive this year for PQiPs. However, there are concerns about attrition rate both during training and shortly after qualifying. Napo are pressing the employer to address these issues and to provide us with up-to-date figures in relation to recruitment and retention. There is now a part time route for PQiP which has been welcomed and takes 30 months to complete. Napo is currently engaging with the employer on a review of the guidance for the progression board which needs updating. We are also pressing for a better provision for assessing learning needs of learners and ensuring that reasonable adjustments are implemented in a timely fashion. Alongside the PQiP review, there is also an ongoing review of PSO learning and development. This will ensure that all PSOs have access to the VQ qualification and revise the curriculum in terms of contents and sequencing. Napo will be a key stakeholder in this consultation.

**6. The following concerns from members have all been raised** with the employer in respect of Unpaid Work and we are in ongoing discussions and attempting to ensure adequate time is given for these pressing matters:

- Working on own with a group can be “mentally challenging” and nowhere else in the service do people work on their own
- USH payments
- Inability to take real breaks
- Extension of day to 8 hours with people on probation
- Being able to update and do training is difficult
- A sense of not being part of the service
- A sense of being at risk from the working group and/or wider public
- The lone working devices, does the fall alert need reactivating
- Equality impact assessment needed for use of the welfare vans
- The MOU for beneficiaries to sign, our community coordinators are not paid enough to put their names to these legal documents
- Still working out of containers in some areas
- Need to have productive learning from events following incidents with trade unions included and as a practice development event rather than has the policy been followed event
- More encouragement for people to report h and s incidents via sphera
- How much involvement is there with Unpaid Work being run by other agencies and implications?
- What involvement will there be with the immediate justice groups?

**7. Ripping the Professionalism Out Of Probation.** It is disheartening to advise Conference that the difficulties and challenges that beset the DSOU and Programmes teams and the ever changing Target Operating Model (TOM) are continuing into their third year. The employers remain in “consultation mode”, and the trade unions remain hopeful of meaningful consultation, to which end we shall update with any developments as they happen.

In spite of the TOM clearly outlining that the DSOU teams were to be moved into the Interventions teams, it soon transpired that the wish for the employer was for the Band 4 Probation Officers and the Senior Probation Officers to be replaced by Band 3 facilitators and Band 4 and Band 5 Treatment and Programme Managers, none of whom needed to have a Probation Qualification.

Several facilitator job description workshop events were set up, and it was just inspirational to hear of all the good work, public protection and life changing outcomes achieved by our programme facilitators across all the programmes. The facilitators produced research, evidence, examples and worked so hard on the job description and job description questionnaire based on the assurance that all the tasks they were currently doing would be recorded, and Napo are proud to be representing this group of highly skilled and committed people.

However, the reality was that some critical pieces of work were not included. The main one being the consultation and training provided by the DSOU teams to all in probation and stakeholders, and also the similar kind of work provided by BBR facilitators. The employer produced “subject matter experts” to advise that facilitators weren’t doing these tasks, despite the mountain of evidence to say it is part of the role.

The job description was presented to the trade unions who did not accept it, and the employer side was advised that the JES process is jointly owned by the trade unions and the employers and that the process is clear that both sides need to agree the job description.

In spite of our disagreement, the employer proceeded to call for a job evaluation panel. Unfortunately they were unable to find an available trained TU rep to sit on the panel, so it had to be cancelled,

We are now in the situation where there is a move to dispute, whilst remaining committed to finding an agreed resolution to the many issues that have emerged in relation to the removal of the divisional sex offender units, our members who currently work within them and the future plans for programmes teams.

Napo and our sister trade unions are aware that there will be some Band 3 facilitators who are coming towards the end of their Band 4 pay protection, and Napo will seek to ensure they are included in all discussions moving forward.

Napo and our sister trade unions are steadfast that the direction of travel on Programmes restructuring is unacceptable and is deskilling for all involved.

This is being overseen by Intervention Services and is to replace most of the prison and probation programmes (Including Horizon and BBR) and replacing them with one integrated programme, and will be piloted in two areas and three prisons in September.

It will be a strengths-based programme and will focus on the six common criminogenic factors and be designed to equip people on probation and in prison with the skills they need to manage themselves and to move forward with a purposeful life.

Whilst it may prove to be a cost-effective way to deliver programmes, Napo's concerns is that facilitators may need extra training and experience for working with people convicted of sexual offences, learning disabilities, domestic abuse offences, neuro diversity etc, and have yet to see what the training plan will look like, and have lodged this as a concern with the employer, amongst other things.

# RETIRED MEMBERS NETWORK

**National Officer:**  
**Sue O'Mahoney**

**National Official:**  
**Annoesjka Valent**

**1. This is the third Napo Annual Report** to which the Retired Members Network (RMN) has contributed. Currently, membership has settled at 78, but there is a consistent trickle of new members and the RMN remains by far the largest network in Napo. In the past 12 months the RMN has held two open Teams/Zoom meetings and the RMN Executive Committee has met seven times.

**2. In addition, the RMN held an open AGM on Zoom on 18<sup>th</sup> April 2023** where a new executive committee was elected as follows: **Rod Mitchell** (chair), **Jeanne Peall** (vice chair), **Tony Mercer** (convenor), **Marilyn Gregory** (minutes secretary), **Chris Platts** (membership secretary), **Francis Sanders** (Edridge rep) and **Deb Borgen, Jeremy Cameron** and **Cyril Cleary** as members without portfolio. The RMN AGM also passed a motion instructing the Executive Committee to set up a network of local RMN contacts, who would act as the first point of contact for RMN members.

**3. Three RMN newsletters/bulletins have been produced in the last year**, including a special Conference Bulletin at Eastbourne, which included the RMN mission statement that was then republished in Bulletin #5 in March this year. The RMN also had a stall at the Eastbourne AGM and a number of RMN members very helpfully volunteered to be conference stewards there.

**4. In the light of the NEC's decision not to subsidise any Napo face-to-face** meetings, except for AGM Conference, this year, the RMN organised an in-person day conference at the 'Blend' community café in Sheffield on 14<sup>th</sup> June 2023, which was entirely self-financed by the attendees and even made a small profit that will go towards future events. 15 members attended to hear two guest speakers: Liz Lawrence, a past president of UCU, the University and Colleges Union and current chair of the UCU Retired Members Committee, and Shirley Taylor, the publicity officer for the Sheffield branch of U3A (University of the Third Age). They were followed by two repeated workshops on addressing members' health issues, isolation and caring responsibilities, and how to develop the role of the RMN. All attendees considered that it had been an extremely interesting and worthwhile day and those who had stayed over the night before also enjoyed the musical entertainment that had been organised.

**5. As a consequence of the change in Napo's constitution**, which originated in the RMN and which now allows Networks to propose motions to Napo AGM, the

RMN will be considering the submission of a number of motions to this year's AGM at its next open meeting on 9<sup>th</sup> August.

**6. With its elected officers and executive committee** (including a membership secretary and Edridge rep), own AGM, annual self-financing day conference and plans to set up a network of local contacts, some might consider that the RMN is beginning to resemble an embryonic section of Napo rather than just a network. Certainly, the RMN now sees its major role as promoting and defending the interests of Napo's retired members; bringing retired members out of the isolation, passivity and powerlessness that have stereotypically characterised retirement; providing advice and guidance to Napo members who are approaching retirement, and playing an active part in the blossoming national and international movement of retired trade unionists. Retired trade union members are becoming an increasingly important sector in the TUC and Napo needs to recognise this.

**7. Finally, the RMN would like to express its deep gratitude** to our National Official, 'Noosh Valent, without whose untiring work behind the scenes, in addition to her other prolific Napo commitments, the RMN would not be able to function.

**Tony Mercer**  
**RMN Convenor**

# STEERING COMMITTEE

## Membership

**Charron Culnane** (London Branch)

**Howard Davies** (East Anglia Branch/Retired)

**Ceri Jones** (Merseyside Branch)

**Tony Mercer** (Family Court Section/Retired) Conference Secretary

**Jeanne Peall** (Kent Surrey and Sussex Branch/Retired PAM) Committee Chair

**Maureen Vernon** (Staffordshire West Midlands Branch)

## Officer

**Helen Banner** (National Chair)

## Officials

**Ian Lawrence** (General Secretary)

Annoesjka Valent (National Official)

## Administrator

**Pippa Wood** (from April 2023)

**1. 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.

**2. AGM last took place in Eastbourne in 2015.** We were due to return there in 2020 but the Covid-19 pandemic intervened. There has been a building upgrade to the Devonshire Park complex since our last visit with the Welcome Building providing lift access to the various levels and adding a number of meeting rooms. On previous occasions at Eastbourne, Napo has used the Congress Theatre for the main conference sessions. In 2022 we utilised the Floral Hall. This provided a different set-up to previous AGMs with the stalls located within the conference hall. The Monitors, Napo admin and Steering were located on the 5<sup>th</sup> floor of the Welcome Building. The rooms were of a good size and accessible by lift but still some

distance from the main hall. Steering received one visitor in person. There were no issues raised by members participating on-line. However, a number of quick queries were dealt with by members of Steering in the hall itself.

**3. Covid-19 caused disruption to the Chief Steward's AGM rotas** but despite this the Stewarding was carried out very efficiently with volunteers from Kent, Surrey and Sussex Branch and the Retired Members' Network. Steering are very grateful to the Chief Steward and the Stewards for their hard work throughout AGM.

**4. A total of 29 motions were listed for debate**, as well as three Constitutional Amendments. One amendment was received and this was to motion 26 'Value your Experienced Staff' proposed by Napo Cymru. The amendment was accepted by the proposer. 20 motions were debated, a significant improvement on 2021 when only 11 were debated. All the motions debated were carried. Three motions were withdrawn by the proposers with the agreement of AGM and six were not reached. Two constitutional amendments were debated and were carried. The third constitutional amendment (CA3) was debated but during the course of the debate, 'next business' was proposed under Standing Order 14a and the proposal was carried following a vote. This meant that the debate on CA3 was not completed and there was no vote (SO 14c). There were no composite motions and no emergency motions were received by Steering Committee.

**5. The breakdown of use of time during sessions at AGM** is compiled using the running record of timings maintained by the Steering Committee members on the timing table. In 2022, 113 minutes were spent on 'formal' business which covers the initial session of AGM and the accountability session. This compares with 154 minutes in 2021, 82 minutes in 2020 (the virtual AGM) and 102 minutes in 2019. 234 minutes were spent debating motions and constitutional amendments, including voting time. 19 minutes were lost to 'no business' during quorate time. General business which includes chairing explanations, the Order of Business and Monitors' report took 71 minutes. Speakers to conference, accounted for 54 minutes compared with 106 minutes in 2021. Conference was inquorate for 92 minutes, slightly up on 2021 when 85 minutes were lost. The time lost whilst waiting for conference to become quorate was broken down as follows: 32 minutes on Thursday session 1, 24 minutes on Friday, session 1, 10 minutes on Friday, session 4 and 26 minutes on Saturday, session 1. The total session time scheduled within the programme was 735 minutes. The actual time taken by business was 750 minutes.

The two professional session on Friday were not timed by Steering but were scheduled to take 90 and 75 minutes.

**6. Steering Committee are, as ever, grateful for the support provided** throughout the year by Napo's admin staff and by our National Official, Annoesjka Valent.

## 7. Report of progress on equal rights issues by Napo committees

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.

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. Issues identified are fed into the Conference Organising Group. In 2022 AGM took place as a hybrid conference, with members able to attend either in person or on-line. A member of Steering was involved in two site visits at the Eastbourne Devonshire Park complex and had input into discussions with Rock Warehouse, who provide the technical support.

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 although there has been an improvement in numbers voting in the last two years. The Committee will continue to provide an on-line ballot form through Survey Monkey, as this does appear to enable better participation. However, the ballot form will still 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. Steering Committee once again operated the timing table at AGM in 2022 using a basic system of visual and audible warnings operated manually. The Committee firmly believes that this provides a fair and transparent method of implementing the speech timings as set out in Standing Orders. We will continue to discuss with Rock Warehouse, how to apply this for any members who contribute to debates on-line.

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.

# TRADE UNION ORGANISATION NETWORK

## Officer:

**Nicola Taylor-Ebong**  
**Sue O'Mahoney**

## Official:

**Annoesjka Valent**

## Administrator:

**Pippa Wood** (from April 2023)

**1. The TUO Network (currently 26 members at time of report)** continued to also invite Membership Secretaries or any other Branch Executive members. Network meetings were held on 17<sup>th</sup> August 2022, 11<sup>th</sup> January 2023, 7<sup>th</sup> March 2023 and 23<sup>rd</sup> May 2023. Next meetings for 2023 are set for Tuesday 12<sup>th</sup> September and Tuesday 5<sup>th</sup> December.

We welcomed Pippa as the new Administrator to the Network in April 2023.

**2. AGM Resolutions / Constitutional Amendments 2022.** There were no resolutions directly allocated to the Network as such this year.

The Constitution needed to be amended as per the two Constitutional Amendments carried: one being to tidy up the Constitution following the introduction of Networks and allowing Networks also to submit motions; the second one being to tidy up Standing Order 14 to make it clear that any members who have raised a point of order or a request for information are not deemed to have spoken in the debate. This has been actioned.

**3. Trade Union Organisation / Recruitment.** Ongoing work on the AGM Resolution of 2021 continues around the 'Relaunch of Target 10K membership'. The campaign as such was not relaunched yet, though the regular TUO Network meetings are providing a great opportunity to discuss how we can continue to build our union re what works or what could be done better on a number of matters. Since last year, again, we have seen a steady and encouraging increase in Membership. Figures are provided monthly to Membership Secretaries and to the NEC meetings. Sincere thanks are extended to longer standing and new(er) activists to help us in this work 'on the ground'.

- **'Recruit A Friend' Scheme.** We have continued with this incentive scheme. We have a simple form on our website that is circulated for the duration of a particular round and where both the member who recruited someone as well as the new member that was recruited can submit their details and can claim a £25 online Love2Shop voucher. Due to the budget available, recruiters can only claim one voucher during this period but are encouraged to continue recruiting because all top recruiters are entered into a prize draw each time to win an extra voucher. It

has continued proven popular and successful, so we hope to continue with this scheme again next year.

- ***Recruitment Packs***. This is to continue support members/activists and branches raising the visibility of Napo in the workplace and a range of promotional resources (pens, notepads, lanyards) have been purchased again and will be distributed to use at appropriate events or use in offices upon request. There is also a dedicated Napo 'organising and recruitment page' on the website where leaflets to hand out or hang up on notice boards can be downloaded at [www.napo.org.uk/organising-recruitment](http://www.napo.org.uk/organising-recruitment).
- ***Campaign against the 'Strike Bill'***. Following on from the Cost-of-Living Crisis campaign we supported, as reported last year, lead by the Trades Union Congress (TUC), we also had a good contingent on the lobby of Parliament against the Anti-Strike Bill on 22<sup>nd</sup> May. This campaign continues and we will keep branches up to date as per the resolution from 2022 AGM. Annoesjka Valent, National Official, also attended the National Shop Stewards' Network conference on behalf of Napo, discussing with other unions the fight-back against these vicious Tory Anti-Strike Laws on 24<sup>th</sup> June.
- ***Operation Protect***. This joint trade union (with UNISON and GMB) campaign was launched on 26<sup>th</sup> June and will be an ongoing crucial campaign against the extreme workloads our members are facing. It is focused on probation but will resonate with members in the family courts also we believe. In a short space of time up to the launch we had an excellent response from reps/activists wanting to distribute materials in their offices (leaflets and posters). All the information with a joint campaign logo (very yellow!) can be found at <https://www.napo.org.uk/operation-protect>. At the time of writing, a first joint trade union members' meeting is set for 4<sup>th</sup> August with more to follow. We will continue working through the Workloads' Survey that we did also and want to thank all members for taking the time out to respond to it. Your answers will provide us with any (of course confidential) anecdotal evidence we need as we step up this campaign.

**4. Reps' training.** We were able to secure a joint online training course (pooled with Aegis union via the GFTU) for potential new Napo reps to fill a stop-gap over the summer period. From initial reports this was very successful with 5 Napo attendees despite only having been secured and rolled out last minute. We have a list of potential new reps on standby who could not make this last-minute training and we will ensure to get any onto any new potential training coming up.

For any members/activists who want to engage with individual representations and to become a Napo 'accredited' rep, we will continue sign-posting members to the TUC Reps' courses at <https://www.tuc.org.uk/TUCcourses> and via the GFTU at <https://gftuet.org.uk/education>

We continue to send out mail-outs to branches (last one being TUO 30/2023 end of July) for take-up and contact personally those already identified as wanting to take up reps' training.

We are also planning to run 'surgery type' sessions after AGM onwards for already accredited reps, not to discuss individual cases, but more refresher type sessions, going through the main policies and what to look out for and what is important whilst assisting any members through any formal procedures.

**5. Young Members' Network.** We hoped to have had an in-person seminar but due to resources and budgets that wasn't possible. We are looking to plan one next year. In the meantime, we decided to focus on what seemed good opportunities for our young members (as defined by Napo – up to the age of 40) to attend instead. We had one member going to the General Federation of Trade Unions (GFTU) young members' weekend in May, we have four signed up for the GFTU Summer School this August and we already have five signed up for the GFTU Young Members' Weekend in November. We have good plans ahead and thanks are extended to Andi Kocsondi (Probation side) and Adam Harmsworth (Family Court side) in leading on this for us.

**6. Retired Members' Network.** A detailed report on their work is included by the Network themselves elsewhere in this Annual Report. Substantial work was put in again by the Network to achieve another very successful 1-day in-person Conference on 14<sup>th</sup> June in Sheffield.

**7. Women in Napo.** We held a well-attended meeting around International Women's day on 2<sup>nd</sup> March with Becky Shepherd, Lecturer at London Southbank University, about 'vicarious trauma, women practitioners working with women'. This was based on her research, mainly focused on the Probation side, but we also identified it is as important for our women members working in Family Courts. We then held a first confidential training session on 4<sup>th</sup> July and have more planned, including a fringe meeting at AGM and onwards.

Annoesjka Valent, National Official, also attended the HMPPS 'Championing Women in the Workplace' event on 25<sup>th</sup> July which focused on many issues, one of them being the Menopause and we look forward to continue working with HMPPS on all matters that concern our women members.

**8. The Forum (for members grades up to Band 3).** We have held informal meetings of the Forum on 2<sup>nd</sup> September, 3<sup>rd</sup> February and 31<sup>st</sup> March as well as was identified at one meeting that administrator grades also wanted to have some specific meetings around their particular concerns which were held on 3<sup>rd</sup> March and 2<sup>nd</sup> June 2023. Further Forum meetings are planned for 14<sup>th</sup> September and 7<sup>th</sup> December.

**9. Managers' Network.** We have held meetings on Monday 30<sup>th</sup> January, Monday 22<sup>nd</sup> May with more planned on 25<sup>th</sup> September and 27<sup>th</sup> November. At the time of report writing, there are meetings planned by HMPPS around job description changes. We will keep members informed at any meetings going forward.

**10. AGM 2022 – Eastbourne.** The AGM HQ Organising/Administration Team (thanks are extended to Jacqui Paryag for her assistance with the 2022 AGM in Eastbourne in the absence of Kath Falcon, Pippa Wood since April 2023, Keith Waldron, Taytula Burke, and Annoesjka Valent) felt the Eastbourne AGM went well. We provide a detailed Organisers' Report to National Officers & Officials, Steering Committee and NEC following AGM each year. We are continuing to get to grips with the hybrid format which always adds an extra challenging element but we feel our working relationship with Rock Warehouse since 2021 in Newcastle, who provide the hybrid side (as well as many other logistical AV requirements a venue may not be able to provide or if they can do it cheaper for us) is a really great one and special thanks are extended to them as we look forward continuing with them on this work as we fine-tune any issues as we go along and identified at each AGM since starting this and to make the hybrid experience better again the next year. Steering Committee have provided their report in this Annual Report with further information also.

**11. AGM 2023 – Nottingham.** At the time of writing of this report, planning continues for the AGM taking place in Nottingham, Thursday 19 to Saturday 21 October 2023. Again, we will be holding this as a hybrid event. All details can be found for this at [www.napo.org.uk/agm](http://www.napo.org.uk/agm).

## **12. Future AGMs**

### 2024

Wales was an unfortunate required postponement for 2023 as St. David's Hall was not available due to a backlog because of Covid and prior bookings were prioritised and carried forward by them. It is a great venue, so we've reserved it for Wednesday 16 to Saturday 19 October 2024.

**13. National Representatives Panel.** Ranjit Singh, Assistant General Secretary, is responsible for the National Representatives Panel.

This year, Napo and the Association of Educational Psychologists (AEP) ran a recruitment exercise to increase the number of National Reps on the panel. We received a very healthy response to the advert and we successfully recruited three new members to the panel. The Panel is now made up of nine National Reps with an increase in diversity. There are now more women on the panel and greater representation in terms of Black, Asian and Minority Ethnic Representatives.

Membership of the National Representatives (Nat Reps) Panel is as follows: Les King, Urfan Amar, Mick Hooson, Anne King, Jack Cohen, John Drewicz, Zita Holbourne, Charlotte Dunkley and Doru Athinodorus.

At the time of writing (31 July 2023) the Nat Reps panel has picked up 42 cases since the 1 August 2022.

# WALES UNION LEARNING FUND (WULF) PROJECT

**Napo WULF Project Manager Ian Freshwater**

- 1. In conjunction with the Wales Union Learning Fund (WULF)** funded by the Welsh Government, Napo continues to promote learning opportunities and course funding for probation staff throughout Wales.
- 2. This project successfully completed the third year** of a three year contract that ended at the end of May 2022. All Learner targets and financial spending goals were achieved. During the third year of that project Probation staff in Wales accessed 229 courses that were supported by WULF funding.
- 3. The good news is that Napo was successful in bidding** for a new 3 year WULF contract that started in April 2022 and will run to May 2025. This is great news for Probation staff in Wales as we have secured course funding support for another three years.
- 4. During the first year of the current project Probation staff** in Wales accessed 114 courses that were supported by WULF funding with 26 staff gaining accredited qualifications. All Learner targets and financial spending goals were achieved.
- 5. The Napo WULF project continues to be a valuable asset** for probation staff across Wales. If any Probation staff in Wales would like funding support with educational courses then please contact Ian Freshwater at [ifreshwater@napo.org.uk](mailto:ifreshwater@napo.org.uk)

# EDRIDGE ACCOUNTS & ANNUAL REPORT

for the year ended 31 December 2022

## Administrative Details

<b>Full name:</b>	The Edridge Fund of Napo the Trade Union and Professional Association for Family Court and Probation Staff
<b>Reg Charity No:</b>	803493
<b>Registered Office:</b>	Boat Race House, 65 Mortlake High Street, London, SW14 8HL
<b>Bankers:</b>	Unity Trust Bank Plc. Nine Brindley Place, Birmingham B1 2HB

## Investment

<b>Managers:</b>	Aberdeen Fund Managers Ltd, PO Box 9029, Chelmsford, Essex, CM99 2WJ
<b>Independent Examiner:</b>	Peter Smith, Wayside, Dairy Lane, Aston Juxta Mondrum, Nantwich, Cheshire. CW5 6DS

## Report of the Trustees

The Trustees present their annual report with the accounts of the Fund for the year ending 31<sup>st</sup> December 2022. 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, re-elected 2019 – Vice Chair

**Carolyn Mack** (East Midlands) Appointed September 2016, re-elected 2021

**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 (co-opted for support with Edridge Reps)

**Alan Goode** was re-appointed as Chair in March 2022.

**David Stevens** was re-appointed as Vice Chair in March 2022.

## Staff

**Karen Monaghan** Secretary to Trustees

**Jeanne Peall** Honorary Treasurer

**Sarah Byatt** Administrator

## STRUCTURE, GOVERNANCE AND MANAGEMENT

The Edridge Fund (The Fund) operates as an unincorporated association in accordance with a Trust Deed dated 1<sup>st</sup> May 1990 and subsequent amending deeds dated 11<sup>th</sup> July 2003, 9<sup>th</sup> May 2013 and as amended by scheme dated 6<sup>th</sup> 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 maximum 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 for three meetings, and two face to face meetings this year. 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, with the aim 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 and staff 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 1<sup>st</sup> 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 full member, retired member, or professional associate of Napo. In addition, this covers 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, for which the Board are very grateful. 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. 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 the Napo Magazine 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.

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 2022 was 100, which is an increase on the number received in 2021 (79) and 2020 (91) but still less than the pre-pandemic year of 2019 (123). The total amount paid in grants during 2022 increased by 44% compared with 2021.

Grants were paid in respect of 75 of the applications. 25 were not successful either because the applicants were not eligible, the application was withdrawn, or they were not deemed to be in financial hardship. The percentage of the total applications for 2022 that were successful was 75%, compared with 2021 when the percentage of successful applications was 64% of the total. The percentage of refused applications in 2021 was 25%, a reduction compared to 2021 when it was 35%.

The average grant paid was £290, which is a slight decrease on 2021 where the average grant was £297. The amounts granted ranged from £130 to £450. The Trustees continue to attempt to make grants that match the immediate needs of the applicant.

There were slightly more applications from non-Napo members than from Napo members, similar to 2021. In 2022 the overall amount paid to Napo members was greater than the amount paid to other applicants. Two grants were paid to members of other Unions. We have continued the practice of referring applicants from other Unions to their own Welfare Funds, before considering an application.

All applicants employed by HMPPS are now advised of their eligibility for the potential assistance available from the Civil Service Charity “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 90 forms as a number were not completed. In 19% of the forms returned the ethnicity section was blank. We are including in the table a comparison with the figures for 2021.

### Analysis of Successful Applications

<b>Union Membership</b>	<b>Napo</b>	<b>None</b>	<b>Other Union</b>	<b>Total Paid</b>
2022	58%	40%	2%	
Amount Paid	£12,560	£8,660	£510	£21,730
2021	44%	56%	0%	
Amount Paid	£6,690	£8,435	nil	£15,125
<b>Ethnic Background</b>	<b>White</b>	<b>Black</b>	<b>Mixed</b>	<b>Asian</b>
2022	40%	10%	5%	4%
2021	59%	18%	2%	2%
<b>Gender</b>	<b>Male</b>	<b>Female</b>	<b>Transgender</b>	
2022	11%	63%	0%	
2021	16%	51%	0%	
<b>Sexual Orientation</b>	<b>Bi-sexual</b>	<b>Gay/ Lesbian</b>	<b>Heterosexual</b>	<b>Prefer not to answer</b>
2022	0%	2%	70%	1%
2021	2%	7%	85%	3%

<b>Disability</b>	<b>Yes</b>	<b>No</b>	<b>Prefer not to answer</b>	
2022	35%	36%	3%	
2021	31%	37%	5%	

### **Governance**

During 2022, Trustees continued to ensure the Fund was well placed to address issues relating to its work in the future. The Board underwent training on Investments to help support their stewardship of the Funds reserves. The Trustees also agreed to review maximum grant levels on at each meeting to ensure applicants needs were being met whilst keeping a balanced budget.

### **Trustee & Staff Changes**

There were no Trustee or staff changes during the year.

### **Financial Review**

#### Donations and fund raising

In 2022 the majority of the income of the Edridge Fund was provided by grants from Napo and from CSIS (Civil Service Insurance Society). In addition, funds were received from a bequest from the estate of Ms A Martin. The Trustees remain very grateful for the contributions made by Napo and CSIS, which are of considerable significance in enabling the Fund to continue to provide assistance to current and retired Family Court and Probation staff and their dependants who are in need.

The 50/50 Club continued to be well supported and to provide a steady source of income, albeit slightly reduced from 2021. As a result of some members donating all or a proportion of their winnings back to the Fund, the net benefit was once again more than 50% of the income received. The figure for regular donations was reduced in 2022 as a result of the repayment of monies to HMPPS. We reported in the 2021 accounts that an overpayment of donations from staff salaries had been made by HMPPS in 2020. Aside from this, regular donations continue to decline, which has been the case throughout the charity sector.

Fundraising through Branches and the Family Court Section has continued to recover. The importance of a 'live' Napo AGM to Edridge was once again confirmed, with another successful year in terms of fundraising through the Edridge stall, The raffle of the prize donated by GFTU was particularly popular. The Edridge Fund Trustees wish to extend their thanks to GFTU for the prize they donated.

#### Administration and Expenditure

Expenditure on administration continued to be tightly managed and was at a similar level to 2021. The details can be found in the notes to the accounts. The majority of applications are now handled on-line and most communication is by email resulting in greatly reduced postal costs. Payment of invoices, grants and 50/50 prizes continue to be largely by bank transfer (BACS). Governance costs, which usually cover Trustee travel expenses and

meeting costs, increased in 2022 as the Trustees resumed holding some in-person meetings although the majority still take place via Zoom.

### Edridge Investments

In August 2020, the monies returned by HSBC Investments were reinvested and are now managed by Aberdeen Standard Investments. Turmoil in financial markets in the Autumn of 2022 resulted in a significant loss in our invested funds, which until then had either increased or held their value. The funds have subsequently started to recover.

### **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

31<sup>st</sup> July 2023

### **CHAIR'S REPORT**

I am pleased to be able to present this report of the Edridge Fund for 2022, and in doing so I would want to pay tribute to those officers of the fund, the trustees and local representatives who have worked hard to enable the fund to continue to respond efficiently to those in need of assistance throughout the year.

The Edridge Fund, established in 1934, exists to support all staff of the NPS and Family Courts Service at times of financial crisis. Many applicants have seen unexpected changes in their personal circumstances, perhaps separation or divorce, a partner's loss of job or a serious illness has meant that a one-off demand to replace a defunct boiler or replace a fridge or a cooker can seem like an impossible burden, and the grant we can give provides a huge boost to their security and self-esteem.

It is a sign of the times that the cost-of-living crisis has seen a greater number of younger colleagues struggling to establish their own home and turning to the fund for support.

Equally the political turmoil of the past year and the cost-of-living crisis has had a significant impact on the income stream of the fund.

The main sources of income to the fund continue to be the annual grant from NAPO and from the Civil Service Insurance fund which provide the bedrock of the fund. Without these grants we would struggle to operate and we are immensely grateful for that support.

There has been a decline in income from both fundraising activities and from regular donations but we have been much helped by monies received in legacies and I would encourage all, if you can do nothing else, to remember us in your will. Such gifts received have made an enormous difference.

To secure the fund we are required to balance funds which we have conservatively invested, but even that safe investment was impacted by last year's political turmoil and the value of the investment fell by over £20,000, although there has been some recovery in 2023.

Office costs increased minimally (although at less than inflation) but governance costs increased by £451 as a result of a resumption of face-to-face meetings.

The number of applications increased by 21 over the course of the year and the amount of money given out was over £6,000 more than the previous year in part because the trustees increased the maximum grant to £500 in recognition of the negative impact of the increase in the cost of living.

While all applications are judged on the individual circumstances of the applicant, we continue to see common issues that may overlap with each other about a third of recipients are single parents and have needs in relation their children, or to enable them to establish independent accommodation following a separation. About a tenth of recipients reported incidents of domestic abuse, whilst the most common issue faced by applicants was indebtedness, where over half the applicants reported serious levels of debt which placed them in hardship.

We are much indebted to those colleagues who act as Edridge representatives at a local level providing a vital link by raising awareness of the charity among the staff group.

by being available to support individuals put forward their application by supporting a range of fundraising activities as opportunities or capacity allows.

My thanks to them and to all of you who continue to support the work of the Fund.

Alan Goode – Chair of Trustees  
July 2023

**STATEMENT OF FINANCIAL ACTIVITIES** (incorporating an Income and Expenditure Account)  
**FOR THE YEAR ENDED 31 DECEMBER**  
**2022**

		<b>2022</b>	<b>2021</b>
	Notes		
<b>INCOMING RESOURCES FROM GENERATED FUNDS</b>			
<b>Voluntary Income</b>			
Regular Donations and Gifts		2092	3,989
Grant from Napo		11,570	11,293
Bequests		28,360	Nil
Corporate Charity Donation	12	10,000	5,000
TUUT Grant - <i>restricted funds</i>	7	Nil	Nil
HSBC Compensation		Nil	Nil
<b>Activities for generating funds</b>			
Fund Raising (including 50/50 Club subscriptions)	6	4,122	3,803
Sale of merchandise		139	137
<b>Investment &amp; Interest Income</b>			
Investment Income	11	Nil	Nil
Bank Interest		378	3
<b>Incoming Resources from Charitable Activities</b>			
Contributions from members, branches, and others		5,623	1,059
<b>Total Incoming Resources</b>		62,284	25,284
<b>RESOURCES EXPENDED</b>			

**Costs of Generating Funds**

Promotional / Fund Raising activities		219	221
Investment Management Fees	11	Nil	Nil
Website Expenses		504	504
50/50 Club Prizes		689	753
Purchase of Merchandise		Nil	Nil
		<i>subtotal</i>	
		1,412	1,478
<b>Net Resources available for Charitable Application</b>		<u>60,872</u>	<u>23,806</u>

**Costs of Charitable Activities**

Grants paid -		21,830	15,125
Management & delivery of the charity's purpose	2	13,225	12,945
Governance Costs	4	523	72
<b>Total Resources expended</b>		<u>36,990</u>	<u>29,620</u>

**Net Operating Surplus/(Deficit) for the Year**

<b>Before Gross transfers</b>		<u>25,294</u>	<u>(4,336)</u>
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**Gross Transfers between Funds**

Nil Nil

**Net Incoming Resources before Gains & Losses**

25,294 (4,336)

**Other Recognised gains (losses)**

Realised gains/(losses) on investments			
Unrealised gains/(losses) on investments		(20,587)	11,540
<b>Net Movements in Funds</b>		<u>4,707</u>	<u>7,204</u>

**Total funds brought forward**

269,448 269,269

Prior year adjustment 10 179

**Total Funds Carried Forward**

274,155 269,448

## BALANCE SHEET

As at 31st December 2021

	Notes	2022		2021	
		£	£	£	£
<b>FIXED ASSETS</b>					
Tangible Assets	3		Nil		Nil
Investments	11		189,212		209,799
<b>CURRENT ASSETS</b>					
Debtors	9	600		Nil	
Cash at Bank and in Hand		86,166		63,156	
		<u>86,766</u>		<u>63,156</u>	
<b>Creditors</b>					
Amounts falling due within one year					
Accruals	5	(1,823)		(3,686)	
		<u>(1,823)</u>		<u>(3,686)</u>	
<b>Net Current Assets</b>			275,978		272,955
<b>Total Assets less Current Liabilities</b>			274,155		269,269
Prior Year Adjustment for 2021 Accounts					179
<b>Net Assets</b>			<u>274,155</u>		<u>269,448</u>
<b>Net Assets</b>			<u>274,155</u>		<u>269,269</u>
<b>Charity Funds</b>					
Unrestricted Funds			272,244		267,537
Restricted Funds	7		1,911		1,911
<b>Total Funds available to the Fund</b>			<u>274,155</u>		<u>269,448</u>

These financial statements were submitted to the Trustees and were approved,

subject to a satisfactory Independent Examination

Alan Goode

Chair of the Trustees, 4<sup>th</sup> September 2023

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

## **Notes forming part of the Accounts**

FOR THE YEAR ENDED 31 DECEMBER 2022

### **1. ACCOUNTING POLICIES**

Our Accounting policies remain as reported in previous years.

### **2. MANAGEMENT AND DELIVERY OF THE CHARITIES PURPOSE**

		2022	2021
	Notes	£	£
Staff Salaries		11,131	10,989
Office Services including rent		654	645
Office Costs, postage, computer running costs etc		404	320
Insurance		851	831
Depreciation on fixed assets	3	Nil	Nil
Equipment Purchase		Nil	Nil
Bank charges		185	150
		<u>13,225</u>	<u>12,945</u>

### **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.

<b>4. GOVERNANCE COSTS</b>	2022	2021
	£	£
Trustees' expenses	390	Nil
Meeting Expenses (zoom fee)	133	72
Audit and accountancy	Nil	Nil
Napo Conference expenses	Nil	Nil
Trustees Training	Nil	Nil
	<u>523</u>	<u>72</u>

#### **5. CREDITORS**

	£
Wages payment for December 2022	931
Grants 097/22, 099/22 paid in 2023	550
Web charges Quarter 4 2022	126
50 50 prize march 2022	79
Corporate Credit Card Dec 22	137
	<u>1,823</u>

#### **6. FUND RAISING INCOME**

	£
Fund Raising and Sponsored events	1,986
50/50 Club Subscriptions *	2,136
	<u>4,122</u>

\*This means that the net benefits to the Fund from the 50/50 Club is £1,447 for the current year.

#### **7. TUUT GRANT RESTRICTED FUNDS**

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

## 8. GIFT AID TAX REFUNDS

<u>Analysis of Gift Aid refunds account</u>	£	£	£
Debtor figure brought forward from 2021	Nil		
Gift Aid refund 2020/2021		Nil	
Gift Aid refund 2021/2022		619	
Total rec'd 2022		619	
Allocated to current year	619		
Estimate for 2020/2021		600	
Balance carried forward as Debtor			Nil
Total Debtor			600
	619	1,219	

In 2022 two claims for Gift Aid refunds were submitted to HMRC covering tax years 2020/21 and

2021/22. The latter claim was paid in 2022 but an error appears to have occurred during submission of the former claim. This is being investigated with HMRC.

## 9. DEBTORS

	Notes	£
Gift Aid tax refunds payable (estimated)	8	600
		600

## 10. PRIOR YEAR ADJUSTMENT

A prior year adjustment has been made for the sum of £179. This relates to 50/50 Club prizes

From 2020 made in 2021. These were omitted from the list of Creditors in the 2021 accounts.

Adjustments have been made to the relevant funds.

## 11. INVESTMENTS

In March 2020 the Trustees appointed Aberdeen Investments as their Investment Managers.

Valuation is market value, certified by our investment managers at 31/12/22. Income received

From the underlying investments is retained within the Fund and transferred to capital.

The

Decrease in value of the portfolio during 2022 reflects the decrease in market value.

## 12. VOLUNTARY INCOME – SPECIAL ITEMS

	£
CSIS Charity Fund	10,000
<i>See main report – Financial Review – Donations &amp; Fund Raising</i>	

NAPO

Report and Accounts

31 December 2022

## NAPO

### Officers' Report

The Officers present their report and accounts for the year ended 31 December 2022.

#### Officers

The following persons served as officers during the year:

H Banner	appointed October 2022
K Lomas	resigned October 2022
S Foreman	resigned October 2022
B Cockburn	
I Bhogal	resigned October 2022
C Doherty	
N Taylor-Ebong	
S O'Mahoney	appointed October 2022
D Gill	appointed October 2022

#### 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:

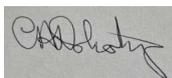
- keeping proper accounting records;
- safeguarding the Association's assets;
- taking reasonable steps for the prevention and detection of fraud;
- establishing and maintaining a satisfactory system of control of its accounting records, its cash holdings and all its receipts and remittances.

#### 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 25 May 2023 and signed on its behalf.



C Doherty  
Vice Chair  
25 May 2023

## **NAPO**

### **Independent auditor's report to the members of NAPO**

#### **Opinion**

We have audited the accounts of NAPO for the year ended 31 December 2022 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 2022 and of its surplus for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- have been prepared in accordance with the requirements of the Trade Union and Labour Relations (Consolidation) Act 1992.

#### **Basis of opinion**

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the accounts section of our report. We are independent of the union in accordance with the ethical requirements that are relevant to our audit of the accounts in the UK, including the FRC's Ethical Standard, and the provisions available for small entities, in the circumstances set out below, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

In accordance with the exemption provided by FRC's Ethical Standard - Provisions Available for Audits of Small Entities, we have prepared and submitted the union's returns to the tax authorities and assisted with the preparation of the accounts.

#### **Conclusions relating to going concern**

In auditing the financial statements, we have concluded that the members' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

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

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

#### **Other information**

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

We have nothing to report in this regard.

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

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

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

## **NAPO**

### **Independent auditor's report to the members of NAPO**

#### **Matters on which we are required to report by exception**

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

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

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

#### **Responsibilities of Executive Committee**

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

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

#### **Auditor's responsibilities for the audit of the accounts**

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

A further description of our responsibilities for the audit of the accounts is located on the Financial Reporting Council's website at [www.frc.org.uk/auditorsresponsibilities](http://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  
25 May 2023

21 New Walk  
Leicester  
LE1 6TE

**NAPO**  
**Income and Expenditure Account**  
**for the year ended 31 December 2022**

	Notes	2022 £	2021 £
Income from Subscriptions		1,143,477	1,141,404
Other Income	3	7,611	1,608
TUC Projects		62,119	62,874
		<hr/> 1,213,207	<hr/> 1,205,886
Staff costs		(700,620)	(757,319)
Staff recruitment, training and expenses		(7,814)	(11,187)
TUC Projects		(62,119)	(62,874)
Accommodation costs		(15,432)	(28,006)
Operating costs		(126,203)	(187,376)
Committee, conference & affiliation costs		(128,047)	(108,404)
Financial & legal costs		(21,274)	(17,995)
Branch expenditure		(41,349)	(30,648)
<b>Surplus before taxation</b>		<hr/> 110,349	<hr/> 2,077
Tax on investment income		(1,102)	(4)
<b>Surplus for the financial year</b>		<hr/> <hr/> 109,247	<hr/> <hr/> 2,073

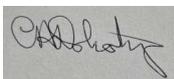
## NAPO

### Balance Sheet as at 31 December 2022

	Notes	2022 £	2021 £
<b>Fixed assets</b>			
Tangible assets	5	743,506	759,803
<b>Current assets</b>			
Debtors	6	42,613	43,642
Cash at bank and in hand			
Branches		38,208	68,846
WULF Project Bank Account		2,025	405
Head Office		1,121,310	1,107,683
		<u>1,204,156</u>	<u>1,220,576</u>
<b>Creditors: amounts falling due within one year</b>	7	(365,482)	(396,134)
<b>Net current assets</b>		<u>838,674</u>	<u>824,442</u>
<b>Net assets</b>		<u>1,582,180</u>	<u>1,584,245</u>
<b>Reserves</b>			
Office Relocation Reserve		250,000	250,000
Special Aid Fund		(293,432)	(266,570)
Action Fund		55,530	55,530
NAPO Organising Fund		65,994	65,994
Branch Support Fund		10,205	7,880
General Fund		1,493,883	1,471,411
		<u>1,582,180</u>	<u>1,584,245</u>



I Lawrence  
General Secretary



C Doherty  
Vice Chair

Dated: 25 May 2023

**NAPO**  
**Movement of Funds Summary**  
**for the year ended 31 December 2022**

	General Fund	Office Relocation reserve	Legal & Representation Fund	Action Fund	NAPO Organising Fund	Branch Support Fund	Total
	£	£	£	£	£	£	£
Income	1,213,207	-	-	-	-	2,825	1,216,032
Expenditure	(1,102,858)	-	(113,637)	-	-	(500)	(1,216,995)
Surplus/(deficit) for the year	110,349	-	(113,637)	-	-	2,325	(963)
Taxation	(1,102)	-	-	-	-	-	(1,102)
Net surplus/(deficit)	109,247	-	(113,637)	-	-	2,325	(2,065)
Transfer between funds	(86,775)	-	86,775	-	-	-	-
Net incoming resources	22,472	-	(26,862)	-	-	2,325	(2,065)
<b>At 1 January 2022</b>	1,471,411	250,000	(266,570)	55,530	65,994	7,880	1,584,245
<b>At 31 December 2022</b>	<u>1,493,883</u>	<u>250,000</u>	<u>(293,432)</u>	<u>55,530</u>	<u>65,994</u>	<u>10,205</u>	<u>1,582,180</u>

**NAPO**  
**Notes to the Accounts**  
**for the year ended 31 December 2022**

**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***

The NEC has established a branch support fund to support branches having difficulties in sending members to AGM.

***Pensions***

Contributions to defined contribution plans are expensed in the period to which they relate.

**NAPO**  
**Notes to the Accounts**  
**for the year ended 31 December 2022**

**2 Audit information**

The audit report is unqualified.

Senior statutory auditor: Mr David Goodwin  
 Firm: Sturgess Hutchinson (Leicester) Limited  
 Date of audit report: 25 May 2023

<b>3 Other Income</b>	<b>2022</b>	<b>2021</b>
	<b>£</b>	<b>£</b>
Interest receivable	5,802	22
Other income	1,809	1,586
	<u>7,611</u>	<u>1,608</u>

<b>4 Staff Costs</b>	<b>2022</b>	<b>2021</b>
	<b>£</b>	<b>£</b>
Wages and salaries	559,496	618,519
Social Security costs	55,182	59,447
Other Pension costs	85,942	79,353
	<u>700,620</u>	<u>757,319</u>

<b>General Secretary</b>	<b>2022</b>	<b>2021</b>
	<b>£</b>	<b>£</b>
Wages and salaries	92,463	90,062
Social Security costs	-	6,546
Other Pension costs	16,103	5,044
	<u>108,566</u>	<u>101,652</u>

**NAPO**  
**Notes to the Accounts**  
**for the year ended 31 December 2022**

**5 Tangible fixed assets**

	<b>Freehold land and buildings £</b>	<b>Computer equipment &amp; software £</b>	<b>Total £</b>
<b>Cost</b>			
At 1 January 2022	770,423	17,990	788,413
At 31 December 2022	<u>770,423</u>	<u>17,990</u>	<u>788,413</u>
<b>Depreciation</b>			
At 1 January 2022	15,409	13,201	28,610
Charge for the year	15,100	1,197	16,297
At 31 December 2022	<u>30,509</u>	<u>14,398</u>	<u>44,907</u>
<b>Net book value</b>			
At 1 January 2022	<u>755,014</u>	<u>4,789</u>	<u>759,803</u>
At 31 December 2022	<u>739,914</u>	<u>3,592</u>	<u>743,506</u>

**6 Debtors**

	<b>2022 £</b>	<b>2021 £</b>
Trade debtors	16,517	23,945
Prepayments	23,268	14,389
Other debtors	2,828	5,308
	<u>42,613</u>	<u>43,642</u>

**7 Creditors: amounts falling due within one year**

	<b>2022 £</b>	<b>2021 £</b>
Bank loans and overdrafts	-	22,367
Taxation and social security costs	309,216	308,114
Other creditors	56,266	65,653
	<u>365,482</u>	<u>396,134</u>

**NAPO**  
**Notes to the Accounts**  
**for the year ended 31 December 2022**

**8 Movement of Funds**

Office Relocation Reserve Fund

The fund has been created in order to help fund the cost of NAPO moving to new offices.

Legal and Representation Fund

The fund may be used for granting legal assistance on behalf of members or for any other purposes that the Officers of the Association, members of the National Executive Committee or Annual General Meeting may from time to time determine.

Action Fund

The Action Fund was established to help offset financial loss suffered by members taking bona fide industrial action.

Branch Support Fund

During the year the NEC established a branch support fund to support branches having difficulties in sending members to AGM.

**9 Pension commitments**

The union operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the union, in an independently administered fund. The pension cost charge represents contributions payable by the union to the fund and amounted to £85,942 (2021 - £79,353). 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 2022

	<b>2022</b>	<b>2021</b>
	<b>£</b>	<b>£</b>
Membership Subscriptions	1,143,477	1,141,404
Bank Deposit Interest	5,802	22
TUC ULR Project	62,119	62,874
Gains on investment income	-	-
WULF Income	-	123
Sundry Income	257	1,094
	<u>1,211,655</u>	<u>1,205,517</u>
<b>Staff costs</b>		
Salaries, Pension, National Ins	700,620	757,319
Staff Recruitment	-	-
Staff Training	288	2,946
Staff Expenses	7,526	8,241
	<u>708,434</u>	<u>768,506</u>
<b>TUC ULR Project</b>	<u>62,119</u>	<u>62,874</u>
<b>Accommodation costs</b>		
Rates, Light & Heat	1,025	14,549
Rent & Service Charge	9,752	8,042
Insurance	1,911	2,671
Professional Indemnity Insurance	2,744	2,744
Sundry	-	-
	<u>15,432</u>	<u>28,006</u>
<b>Operating costs</b>		
Print, Stationery & Equipment	6,265	6,411
Reference Books & Papers	13	-
Postage	1,387	3,156
Office Move	4,119	46,309
Telephone	4,959	6,513
	<u>16,743</u>	<u>62,389</u>
Computer Equipment & Support	79,817	89,809
Cost of Publications	13,345	15,272
Depreciation	16,298	19,906
	<u>109,460</u>	<u>124,987</u>

## NAPO

### National Office Detailed Income and Expenditure Account for the year ended 31 December 2022

#### Committee, Conference & Branch Costs

Committee Expenses	6,411	2,602
Cost of Conferences	62,206	43,718
Branch Grant	4,601	19,856
Branch Conference Funding	4,559	21,280
Branch Training	-	1,431
Health & Safety Training	-	-
Members Service (Parliament Hill)	-	7,144
Branch Accounts	3,566	228
Communication	2,372	551
Consultancy	2,979	430
Welsh Language Translations	-	-
Membership Recruitment	4,076	6,950
	<u>90,770</u>	<u>104,190</u>

#### Subscriptions & Affiliations

TUC Fees	15,740	16,108
Other Fees	1,355	3,233
GFTU Fees	6,555	5,421
	<u>23,650</u>	<u>24,762</u>

Edridge Donation	11,570	11,293
General Donations	209	100
	<u>11,779</u>	<u>11,393</u>

Campaign/Media/Parliamentary Work	11,008	9,195
Ballot	-	-
	<u>11,008</u>	<u>9,195</u>

#### Financial Costs

Audit Fee	9,000	9,000
Bank Charges	7,298	5,251
Legal & Professional Fees	4,976	3,744
Loss on revaluation of investments	-	-
	<u>21,274</u>	<u>17,995</u>

(1,070,669) (1,214,297)

**National Office Surplus before taxation** 140,986 (8,780)

Less: Branch Office Deficit (30,587) 10,856

**Total Surplus before taxation** 110,399 2,076

## NAPO

### Branches - Detailed Income and Expenditure Account for the year ended 31 December 2022

	<b>2022</b>		<b>2021</b>
	<b>£</b>		<b>£</b>
Grants from National Office	4,601		19,856
Hardship Grant	500		1,000
Conference Funding from National Office	4,559		21,280
Individual Contributions	1,100		-
Members Account	-		-
Sundry Income	452		368
	<u>11,212</u>		<u>42,504</u>
<b>Branch Expenses</b>			
Expenses of Other Officials	843	208	
Printing, Postage & Stationery	-	929	
Branch Refund	2,825	3,739	
Branch Meetings	869	-	
Bank Charges	490	525	
Adj to Northern Ireland bank account	-	(34)	
Training	-	-	
Donations	279	100	
Cost of Annual & Branch Conference	35,568	25,818	
Member Account	-	-	
Other Branch Expenses	975	363	
	<u>41,849</u>		<u>31,648</u>
<b>Surplus before taxation</b>	<u>(30,637)</u>		<u>10,856</u>
Charged to General Fund	41,349		30,648
Transfer from NAPO Organising Fund	500		1,000
	<u>41,849</u>		<u>31,648</u>

## NAPO

### Publications Account for the year ended 31 December 2022

	<b>2022</b>		<b>2021</b>
	<b>£</b>		<b>£</b>
<b>Cost of Publications</b>			
Printing Newsletter	9,326		8,875
Probation Journal	46,394		46,380
CAFCASS Journal	-		-
Postage - Newsletter & Journal	-		-
	<u>55,720</u>		<u>55,255</u>
<b>Less:</b>			
Inserts Journal & Newsletter	-		-
<b>Income from other publications</b>			
NAPO Newsletter Adverts	-		-
Royalties Probation Journal	42,375		39,983
Sundry Publications	-		-
	<u>(42,375)</u>		<u>(39,983)</u>
<b>Total cost of Publications</b>	<u>13,345</u>		<u>15,272</u>

## NAPO

### Conference Account for the year ended 31 December 2022

		<b>2022</b>		<b>2021</b>
		<b>£</b>		<b>£</b>
Cost of Annual Conference	67,711		53,779	
Less: Registration Fees	(7,759)		(10,061)	
Net Cost of Annual Conference		59,952		43,718
TUC Conferences	1,314		-	
Other Project Income	381		-	
Retired Members Network	559		-	
Project Income	-		-	
Total Cost of Other Conferences		2,254		-
<b>Total cost of Conferences</b>		<b>62,206</b>		<b>43,718</b>

## **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

ICCJ – 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  
 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)

RIDDOR - 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