

ANNUAL REPORT

2017/18

Contents

Page

Introduction	4
Meet the team	6
Napo affiliations	7
National Executive Committee	8
Cafcass Negotiating Committee	12
Campaigning Committee	14
Editorial Board Probation Journal	16
Equal Rights Committee	18
Family Court Committee	20
Health and Safety Committee	22
Probation Negotiating Committee	26
Professional and Training Committee	30
Steering Committee	32
Trade Union Organising	36
Edridge Fund of Napo	38
Napo Report and Accounts	46
List of Common Abbreviations	62



Introduction

CAMPAIGNING FOR A REUNIFIED PROBATION SERVICE AND VITAL PROFESSIONAL STANDARDS

By the time, we gather in Southport, I hope that a final offer on probation pay reform is imminent. If so, I am hopeful that it will do justice to the hard work of your negotiators' over the summer alongside our sister unions and HMPPS senior management. The talks took longer than hoped for, but given the eight-year wait that preceded them, we had a responsibility to be as meticulous as necessary to secure all of the available funding.

Our key objectives (as per our operational plan) were to secure a pay system that moves our members from minimum to maximum of their pay scale in a respectable timeframe, achieve pay increases that more fairly reflect the worth of your job and win some recognition for those members stuck at their pay maximum. Members will decide if we have ticked all the boxes.

These apply to all our members irrespective of who they are employed by; and I make no secret of the fact that if there is an acceptable offer from the NPS then Napo will be vigorously taking our pay campaign to the other 21 CRC employers where we are also represented.

One of the key issues in the pay talks has been the need to build a new Professional Framework. This will identify the core competencies underpinning a reformed pay system. This project should provide Napo with the opportunity to utilise the high quality skills and professional knowledge of our members to influence the outcome.

Since last year's AGM, we have seen continuing pressure on Cafcass with leading names in the Judiciary warning the Government of the potential meltdown in the Family Justice system. The interventions by our members in our Family Courts despite huge workloads is critical in helping service users to maintain relationships in difficult circumstances that all too often negatively impact on their children.

In Northern Ireland the need for strong local governance has never been greater. Last year we left Nottingham with major concerns for the wellbeing of our members in PBNi who took a stand for their personal safety in the face of unacceptable threats of violence. Whilst these have since dissipated, it has brought into focus the need for employers to take responsibility for safety at the workplace where Napo will always support our members.

In respect of our own evolving Strategy for Growth we have now invested in a new ICT system that will support the successful remodelling of our communications platforms, and which I am confident will improve our individual and collective interface with our members.

The biggest development since last AGM was the 'strengthen Probation and build confidence' announcement by Secretary of State David Gauke. The news that the 21 Community Rehabilitation contracts were being terminated two years early was encouraging, until it became clear that the answer to the dysfunctional chaos the Government has created was to repeat the same mistake under the guise of Re-marketisation.'

So, after a damning Justice Committee inquiry into Transforming Rehabilitation and numerous highly critical reports by HMI Probation, we have a Government that has run out of answers. Napo, supported by the leadership of HM Official Opposition stand for a publicly controlled probation service that will deliver a desistance based rehabilitation model that will make a real difference to our communities. If this Government cannot deliver this then it should make way for one who will.

Napo's operational plan provides a comprehensive account of the specific work that your leadership team and staff have undertaken on your behalf, and we are here in Southport to be accountable for our efforts. A multitude of problems is still before us, but this union will face them with the same determination and professionalism as we have before.

My best wishes to you all for an enjoyable and successful AGM.

IAN LAWRENCE
GENERAL SECRETARY

Meet the team

ELECTED OFFICERS 2017-18

CO-CHAIRS	Chris Winters Yvonne Pattison
VICE-CHAIR (CAFCASS)	Jay Barlow
VICE CHAIRS (PROBATION)	Tina Williams Katie Lomas Denise Mason
VICE-CHAIR (FINANCE)	Keith Stokeld

STAFF

General Secretary

Ian Lawrence

Assistant General Secretary

Dean Rogers

National Officials

Tania Bassett
(Press, Parliamentary,
Campaigns)

Sarah Friday
(Health and Safety)

Ranjit Singh
(Equal Rights, Trade
Union Organisation)

Finance Officer

Theresa Boorman

Finance Assistant

Liz Manville

Office & HR Manager

Keith Waldron

Administrators

Anne Burbidge
Taytula Burke
Kath Falcon
Cynthia Griffith
Jacqui Paryag
Margaret Pearce
(RETIRED APRIL 2018)
Shireena Suleman
Annoesjka Valent

ULR Manager (Wales)

Aziz Bouleghlimat

Affiliations for 2017

Abortion Rights

Amnesty International

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:	Yvonne Pattison and Chris Winters (National Co-Chairs), Katie Lomas, Tina Williams, Denise Mason and Jay Barlow (National Vice-Chairs) Keith Stokeld (Vice-Chair Finance)
BRANCH REPRESENTATIVES:	Each branch is entitled to send one of its two elected representatives to each NEC meeting
NEC BLACK REPS:	Maureen Vernon (Staffordshire and West Midlands) Ikki Bhogal (West Yorkshire)
OFFICIALS:	Ian Lawrence (General Secretary) Dean Rogers (Assistant General Secretary) Tania Bassett (National Official) Sarah Friday (National Official) Ranjit Singh (National Official) Theresa Boorman (Finance Officer)
ADMINISTRATOR:	Margaret Pearce Annoesjka Valent

1. Meetings. The NEC has met four times since the last annual report was written: in August and November of 2017 and in March and June of 2018. The NEC oversees the work of all Napo's standing committees and receives regular reports from them. Much of the business conducted by the NEC is therefore reported in other sections of the Annual Report.

2. Officers. Napo's officers for the year 2017-18 were: Yvonne Pattison and Chris Winters (East Coast National Co-Chairs, Katie Lomas (West Yorkshire), Tina Williams (Hampshire and Isle of Wight), and Denise Mason (Kent Surrey and Sussex) Vice-Chairs (Probation), Jay Barlow (Family Court Section) Cafcass Vice-Chair and Keith Stokeld (Staffordshire West Midlands), Vice-Chair (Finance).

3. NEC Black Representatives. Black representative seats were filled for the 2-year period 2016-2018 by Maureen Vernon (Staffordshire and West Midlands) and Ikki Bhogal (West Yorkshire).

4. Employers' issues. Margaret Pearce, Administrator, retired in April 2018. Margaret in recent years was also the Administrator for the NEC and thanks were extended for all her work over the years.

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 2017 are included in this annual report.

6. Disputes. The NEC receives regular reports regarding branch disputes. The NEC was informed of the following registered disputes by branches:

- **East Anglia:** continued dispute over Workloads in NPS division.
- **Family Court Section** – remained in an ongoing dispute over Workloads.
- **Hampshire & IoW:** in dispute about H&S facility time.
- **Kent, Surrey & Sussex:** CRC dispute over grievances not being resolved in a timely fashion. Also problems with a local reorganization of Programmes' members involving the imposition of further unsocial hours and shifts. However, the employer was not accepting it as a formal dispute.
- **Northumbria:** Dispute lodged in 2015 continues over staff cars damaged while parked.
- **Napo Cymru, South Southwestern and Western:** continued dispute over failure to adhere to EVR Scheme initially, then over failure to negotiate meaningfully over a range of collective bargaining issues.
- **South Yorkshire:** continued dispute with Sodexo about interview booths and both in NPS and CRC over workloads.
- **Staffordshire and West Midlands:** in dispute with CRC over workloads and estates management. Also with the CRC over the PDM role (Practice Development Manager, which is what the CRC calls its Senior Probation Officers), lack of consultation on job new descriptions and a general lack of consultation and negotiation regarding proposed change.

7. Motions. Category C motions (if passed by NEC become policy), were passed on:-

- Refreshing the relationship between Napo NEC and the Staff Networks
- CRC Facility Time

8. Operational Plan and Strategic Objectives.

The November meeting of the NEC agreed Napo's operational Plan 2018. 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. An action plan was also developed to enable better progress against objectives.

9. STRATEGY FOR GROWTH. The NEC were kept informed around the various strands to the Strategy at each meeting.

a. ICT Review. An ICT Tender Subgroup considered respective bids to replace the current database system. The group consisted of Ian Lawrence (GS), Dean Rogers (AGS), Keith Waldron (HR & Office Manager), Anne Burbidge (Membership), Keith Stokeld (Vice-Chair Finance), Katie Lomas (Vice Chair), Fiona Vaughan (NEC Rep). Tim McNally from TISL has provided technical advice throughout.

A comprehensive tender process took place and the March NEC received a very extensive report. Following discussion, the NEC approved the purchase of the Stratum Hawk system from APT, as long as the final cost was no more than 10% higher than the initial estimate of costings in APT's tender bid. The funds for the purchase will come from the proceeds of the sale of Chivalry Road. Thanks were extended to the working group, in particular to Keith Waldron and Anne Burbidge, (as well as Tim McNally from TISL), who will now lead the implementation of the project during 2018-19. The new system will be integrated with the Napo website and will provide greater capacity for contact with members and Reps.

b. Partnership Strand - The successful partnership with the AEP, built around sharing access to our National Representatives Panel, was the subject of positive discussion at both the GFTU Building Unions Conference and the Unions 21 Conference, where it featured in their publication, "Roadmap to Renewal". Since these events Officers and Officials have also continued to explore opportunities for closer, shared working with other unions. The AGS has also met with other union leaders to learn how they use market research to identify and better meet what members want and expect from their union membership.

This has a particular impact on how these unions develop and deliver their professional strands, including training and development, which is an important area for strategic development across Napo.

The General Secretary is developing conversations with the Social Work Union about how they engage with students, supported by the AGS who is talking to health unions / professional bodies on a similar theme.

c. Staff & Representative Development Strand –

The new Performance Development Conversations are now being piloted. A good example of their potential was coaching support helping with the presentation of the communication strategy and business cases, helping the NEC Finance sub-group approve additional spending.

d. Facility pilots. Feedback from the Facility pilots, where branches recorded what they were doing found two key lessons. Firstly, Reps overwhelmingly recognised the potential advantages of increased visibility and accountability from recording what they were doing. This helped them explain activity to any employers (and other Reps and members potentially) and also prompted them towards identifying and promoting local Napo successes.

However, the system was cumbersome and bureaucratic. Several have adapted it but it is evident that when buying the new ICT system, for Napo automatically recording this activity needs to be built in. This requirement was fed into the gap analysis. Napo are also considering other ways to reduce bureaucracy and improve response time to member concerns, thus easing the strain on local Reps and Branches – including exploring options for national member and Rep helplines.

e. GDPR and Data Protection – changes to legislation present greater risk to Napo and in particular Branch Reps. A considerable amount of work was carried out centrally to prepare Napo for meeting our legal obligations, and ensuring we were compliant and this is being built into the ICT programme. However, the evident risks will need to be strategically addressed as part of the roll-out of Rep Training. Because of the importance and risk of these (with very substantial potential fines for Napo and individuals who breach the regulations).

f. Communications & Member Engagement Strand

– The NEC noted and recorded the positive feedback from the launch of the new style Napo magazine, and the associated improvements to the integrated website, social media and wider promotion. Particular credit should go to Tay Burke and Kath Falcon at the HQ who are leading this on a day to day basis as part of the Communications Team headed by Tania Basset (National Official).

g. The NEC will also be looking in more detail at Membership figures and our recruitment strategy.

Officers and Officials are currently reviewing Branch activity and conducting health check surveys. These will inform the Branch Reps training that will be rolled out from this Autumn, with the aim of developing agreed Branch Action Plans. Between AGM and the end of 2018, the NEC will also be discussing how we improve access by, and contact with, members. This will mean working in partnership with Branches to review how they support individual casework and how individual case outcomes feed into and support local, regional and national bargaining and our approach to professional issues. The integrated nature of the new ICT system will hugely improve our options in this area and greatly reduce the bureaucracy for Reps.

h. Napo Membership Survey. A critical element of the Strategy for Growth is improving accountability and responsiveness to shifting member needs and aspirations. The NEC are considering how this might be achieved via the systematic use of market testing techniques. This follows on from the pilot Membership Survey that was run in the Family Court Section. Research has been undertaken into how other unions do this. A business case is being prepared for a future NEC.

i. Training our Branch Representatives. Training and support to improve and sustain local member representation and positive, proactive Branch organisation and campaigning have been areas of concern for some time. This is now especially critical with many Branches increasingly relying upon newer local Representatives to support members and also wanting to attempt more innovative and inclusive recruitment and engagement activities with members to ensure we maintain high and consistent standards of support.

In June 2018, the NEC approved up to £20,000 from the Strategy for Growth Fund to support daily travel and subsistence for members to attend a programme to deliver local Branch training. This will be based upon the expectation of an average of 15 members from each Napo branch for each of the 5 days (15 x 5 x 50), with some space in case of additional take up and occasional room hire costs if needed. These courses will be rolled out over the Autumn and Winter of 2018-19.

The basic course which will be delivered by Napo Officers and Officials will run over five days, spread over three blocks:

- i. a two-day introduction for all activists and Reps covering how they fit into Napo, what's expected, what support they can get and very basic standards around local representation;
- ii. a two-day course in the core elements of individual and collective representation around discipline, grievance and basic collective bargaining, delivered about 6 to 8 weeks after the first session so that Reps can bring recent examples forward;
- iii. a review session about 6 to 8 weeks later, where the Branch plan developed in partnership with those present over the previous two sessions is firmed up, personal development pathways, including additional training from GFTU and others are mapped out, and coaching and supporting plans agreed.

This activity will be re-enforced by the Branch Plans being supported by Link Officers and Officials. Advanced and specific representative training will also continue to be available from the GFTU, in areas such as discrimination, equalities, health and safety, advanced negotiations, etc.

10. General Federation of Trade Unions. Napo remains an affiliate of the GFTU. The General Secretary and Yvonne Pattison (National Co-Chair) were again elected to the GFTU Executive Committee.

11. 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 two fringe meetings at the TUC Congress. Napo continues to receive regular support and briefings from the Parliamentary Coordinator for the

TUCG. Napo and our sister unions were shocked and saddened to hear of the sudden death of the co-ordinator Simeon Andrews earlier this year.

12. Trade Union Congress (TUC). Congress 2017 took place in Brighton. Napo's motions entitled 'Probation Crisis' and 'Probation Inspection and professional standards' were carried.

Napo's delegation to Congress consisted of National Co-Chair Yvonne Pattison and General Secretary Ian Lawrence. A report of Congress was provided in Napo Quarterly.

2018 Congress is taking place in Manchester and Napo is submitting motions entitled 'Family Justice System in Crisis' and 'The Transforming Rehabilitation Counter- Revolution.'

13. TUC Women's Conference. Napo's delegation included Katie Lomas (National Vice-Chair) and Iqbal Bhogal (West Yorkshire). Napo submitted a motion entitled 'We need to talk about the Menopause'.

14. TUC Black Workers Conference. Napo's delegation included Iqbal Bhogal (West Yorkshire) and Maxine Wilson (Thames Valley). Napo submitted a motion entitled 'The Lammy Review'.

15. TUC Disabled Workers' Conference. Napo's delegation included Ikki Bhogal (West Yorkshire) and Katie Lomas (National Vice-Chair).

16. TUC Lesbian Gay Bisexual and Trans Conference (LGBT+). Napo's delegation included Natalie Bicknell (Cheshire and Greater Manchester) and Kate Jones (West Yorkshire).

Cafcass Negotiating Committee

MEMBERS:

Martin Collins
(North West area)

Sue Hassall (East Midlands)
Steve Hornby
(North West area)
FCS Co-Chair

Nicola Kenney
(Central area) FCS Co-Chair

Nicola Taylor-Ebong
(North West area)

Paul Walker (West Midlands)

OFFICER:

Jay Barlow
(Vice-Chair Cafcass)

OFFICIAL:

Dean Rogers
(Assistant General Secretary)

ADMINISTRATOR:

Cynthia Griffith

17. Membership. In accordance with the Napo Constitution the Committee was elected at the Family Court Section AGM which was held on 12th October 2017 in Nottingham. The membership of the Committee is set out in the FCS Constitution. It has not been possible to fill the Service Manager or Practice Supervisor Representative positions again this year.

18. Meetings. The Committee has met on 13th December 2017; 22nd February 2018 and 19th April. We have also held a very recent meeting by Skype. The Co-Chairs of SEC and the national Vice-Chair are in regular communication by email, Skype or phone. The various venues have been London, Sheffield and Birmingham.

19. Napo and Unison representatives work together to raise issues on behalf of members which have not been addressed at local level. We seek to learn of Cafcass initiatives and planned changes in order to offer views and to represent the interests of our membership at National Partnership and Strategic Partnership meetings with the employers. There has been one Strategic Partnership meeting on 30th October 2017 and on Partnership meeting on 5th April 2018. A Partnership meeting planned for 2nd August 2018 has been cancelled and was to be rearranged at a later date.

20. The NPC has previously agreed to reduce the number of Operational NPCs from four to three and Strategic NPCs from two to one a year and to hold Cafcass Health & Safety Steering Group (HSSG) meetings immediately after these meetings in order to make the most efficient use of resources. Both sides of the NPC can call a special meeting if required and the NPC continues to appoint sub Committees and working groups in order to address specific areas of negotiation and consultation.

21. There has unfortunately been very little progress regarding the Strategic Pay Review. This still needs progression and continues to be a priority.

22. The issue of workloads and workload measurement continues to be a major problem with front line staff working significantly longer hours than they are contracted for. This is a national issue and Napo have been made aware of some teams where work related stress is a serious issue leading to staff sickness. Whilst Cafcass acknowledge the issue and have been working to recruit there is an ongoing difficulty with recruitment and retention of staff in several areas. Some areas are still experiencing difficulty and expensive agency staff and self-employed are being utilised. Cafcass is keen to retain staff who wish to flexibly retire or to reduce their working hours.

The workload measurement tool continues to be problematic and Napo believes that the tool is not a reasonable indication of an FCA's workload.

Although Cafcass are recruiting, staff are still under significant pressure due to increased demand. Although the flexibility it offers can be welcome, remote working can be very isolating for staff.

23. Recruitment Campaign. Whilst we acknowledge that recruitment to Napo is of vital importance, the Family Court Section have continued to experience difficulty in this area, not least because staff are so busy but because we are working in an increasingly remote and isolated environment (from home rather than seeing colleagues in offices).

24. Cafcass paid travel expenses again this year for members attending the Family Court Conference.

Campaigning Committee

MEMBERS:	Terry Wilson (London) COMMITTEE CHAIR
OFFICER:	Tina Williams (Vice-Chair)
OFFICIAL:	Tania Bassett (National Official)
ADMINISTRATOR:	Taytula Burke

25. The Committee has not been able to fully function this year due to the fact of there being only one non-lay member of the Committee. Adverts for new members have been sent out and the Committee hopes to have a fully functioning Committee for the next 12 months leading up to conference 2019.

26. A meeting was held to discuss the 2017 AGM Motions as instructed by members. Consequently, the following Committee work has been undertaken:

- i.** A Parliamentary Briefing regarding mental health issues has been produced and sent to the Shadow Minister for Mental Health.
- ii.** Guidance regarding campaigning actions for example, lunchtime protests on Pay has been issued to members.
- iii.** We have raised questions regarding the statistics on Women in the justice system. In addition, we have queried why a man is leading the project. Contact has also been made with Parliamentarians involved in campaigns around Women in the justice system.
- iv.** Work continues on the Breaking the Public Sector Pay Cap Campaign – although the cap has now been partially lifted there is at the time of writing still no sign of a pay increase for members in our services so this campaign is ongoing. Subject to the outcome of Pay negotiations planning is underway should there be a need for a Parliamentary Lobby in September. In this case Napo will also ensure that this highlights workload issues.
- v.** The identification and publication of failures by CRC providers is ongoing.

- i. We have liaised with the WASPI campaign who are seeking a fair transition to pension arrangements for 3.5 million women in their 50s.
- ii. We continue to be affiliated to, and have liaised with the Venezuelan Solidarity Campaign.

27. Thanks are extended to Taytula Burke, Napo Administrator, for her support and work for the Committee this year.

28. Members are urged to get involved in the Campaigning Committee. An essential part of our Napo's work is to secure the best outcomes for our members and the clients who receive services across all of our bargaining areas. We welcome new members who wish to join the Committee. If you are passionate and happy to actively work with other Committee members to promote and protect our profession and services, then please consider joining us.

Editorial Board Probation Journal

MEMBERS:

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

Emma Cluley
(Cheshire and Greater
Manchester)

MANAGING EDITOR

Steve Collett
(Merseyside/Retired)

Jackie Craissati
(Psychological Approaches)

Olivia Henry (Western)

Peter Marston
(Cumbria and Lancashire)
BOOK REVIEW EDITOR

Shelly-Anne McDermott
(London)

Fergus McNeill (Co-opted)
(University of Glasgow)

Jake Phillips (Co-opted 2015)
(Sheffield Hallam University)

David Raho (London)

Gwen Robinson
(University of Sheffield)
(Co-opted 2016)

OFFICER:

Keith Stokeld
(Vice Chair Finance)

29. Editorial Arrangements. Oversight of the editorial process is shared between Nicola Carr (Editor) and Emma Cluley (Managing Editor), backed by an experienced and committed board membership. The Editor chairs the board meetings, provides the written feedback to authors regarding publication decisions, and copy edits articles for production. The Managing Editor oversees the submission of articles, deals with general enquiries, organises the board meetings and liaises with the publishers and authors during the publication process.

30. Usage:

- There were 74,883 total downloads of PJ articles in 2017, which is a significant increase from 2016. Furthermore, 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 most downloaded article in 2017 was 'Restorative justice Changing the paradigm' Griff Daniels, Vol. 60, No. 3, September 2013 with 1794 downloads

31. 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. The income and profile of the Journal has continued to increase as a result of Sage's international marketing. There were 89,193 visits to the Probation Journal web-page in 2016 from 181 countries (*we are awaiting the 2017 figures from the publisher). The net royalty earned by the Probation Journal in 2016 was £45,680 and in 2017 it was £42,623.

32. Board Meetings and Board Composition. The editorial board continues to meet every three months and remains a very strong and highly committed team. There is a good geographical spread in terms of probation representation and the location of board meetings is scheduled to reflect this. Including the editors, the board now comprises of probation practitioners, managers, senior academics, and a former Chief Officer. The board membership includes staff working in both the NPS and CRCs. The International Advisory Board consists of expert practitioners and academics worldwide. Peter Marston has responsibility for book reviews. There is a good gender balance amongst the board members but BAME members remain under represented.

33. 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.

34. 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, published articles have covered a wide range of topics, including: Gender and Assessment; Domestic Abuse; Electronic Monitoring; Parole; Personality Disorder; Post-release Supervision; Pre-Sentence Reports; Probation in Court; Restorative Justice; Sentencing; Sexual Risk Orders; Trauma and work with offenders.

35. The best paper prize for 2017 was awarded to Keir Irwin-Rogers for his paper: 'Staff-resident relationships in Approved Premises. What a difference a door makes.' This was formally announced in the June 2018 edition of the journal and was accompanied by a podcast interview with the author, which has been accessed multiple times from the journal's website.

36. In September 2017 we published a special issue on: Technologies of Crime, Control and Change, which received a lot of interest. Given the developments and increased focus on Transforming Rehabilitation, we published a 'virtual special issue' on this topic in October 2017. In September 2018 we will publish a special issue on: Punishment, Sentencing and Probation, which will include articles on: the changing nature of the probation role within the courts; post-release reforms and probation and the philosophy of punishment.

37. 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.

38. Issues in Community and Criminal Justice. The ICCJ is edited by Steve Collett (Series Editor) and Emma Cluley (Managing Editor) and overseen by the full Journal Editorial Board. An ICCJ issue on the topic of ex-offenders as mentors was published in 2018 and a further issue exploring the development of a joint learning partnership between a university and people subject to both community and post-custodial supervision, is under commission and will be published in 2019.

39. 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:	Iqbal Bhogal (West Yorkshire)
OFFICER:	Jay Barlow (National Vice-Chair - Cafcass)
OFFICIAL:	Ranjit Singh (National Official)
ADMINISTRATOR:	Shireena Suleman

40. Intro. Unfortunately this year there were was just one lay member on the committee, therefore only limited work was able to be undertaken and this was carried out by the Link Officer and Official.

41. The Committee had two motions assigned to it from 2017 AGM these were: 1) Age Prejudice and 2) Opposing Hate Crime and 'Extremism' while Defending Diversity.

42. Resolutions from AGM:

- i. Age Prejudice:** This motion instructed that Napo affiliate to the Civil Service Pensioners' Alliance (CSPA). This has been actioned. The CSPA is an independent, non-political organisation working closely with the Cabinet Office to protect pension rights in the Civil Service. They have 96 Local Groups around the country that Napo members can get involved with and join as associate members. Work is ongoing to strengthen the links with CSPA and promote their work via the Napo Magazine.

The motion also called on Napo to commission the Equal Rights Committee to undertake an age survey to identify the extent of discrimination on the grounds of this protected characteristic. The Committee invited every member to participate in a survey exploring the extent of Age discrimination in Probation and Family Courts and we received a healthy response from just under 700 members.

Moreover, as Napo's membership is comprised of over 70% Women and an age-related survey was undertaken last year exploring the issue of the menopause it was felt that this survey could be carried over and held in 2020.

*About a third of Napo women members are over 50 and of these about a third are of the age where they are likely to be going through the menopause.

- i. **Opposing Hate Crime and 'extremism':** This motion called on Napo to develop guidance on how the 'Prevent' Strategy operates in probation. The Counter-Terrorism and Security Act 2015 states that "specified authorities must show due regard to prevent people being drawn into terrorism". This means that as part of the Prevent Duty, for the first time, providers of Probation services and the National Probation Service have a statutory duty to identify individuals who are susceptible to the message of extremism to deter their path to radicalisation. In December 2016 Napo held a Round Table Event inviting members of all backgrounds and experience interested in this area of work to come and join colleagues and share concerns, ideas and expertise on the Government's approach.

To build on the round table event and to inform Napo's future approach with regards the government's controversial approach to terrorism and 'extremism' a survey is due to be carried out to ascertain the views of members and this will inform the future guidance that will be produced.

43. TUC Conferences. Napo was fully represented at the TUC Equalities conferences (Black Workers' Conference, Disability Conference and the LGBT Conference). Napo put forward a motion to the Black Workers' Conference on The Lammy Recommendations and racism in the Criminal Justice System.

44. Race. Napo is undertaking a survey of Black Members. The survey is being carried out jointly with ABPO (Association of Black Probation Officers) one of the legacy autonomous staff networks; RISE (Race Inclusion Striving for Equality) the NPS Staff Network and UNISON our sister union in Probation. The results of the survey will be used to better meet the needs of Black, Asian and Minority Ethnic members in Napo. It is hoped to organise a Napo National Black Members event in 2019.

45. LGBT+. LAGIP (Lesbian and Gay in Probation) the legacy autonomous staff network and PIPP (Pride in Prisons and Probation) the NPS Staff Network have been meeting with Napo to set up delivering a number of Roadshows around the country. The roadshows will celebrate the work of LAGIP over the years and showcase the work of PiPP and how the new staff network can support LGB & T members working in both the NPS and the CRCs. Napo will also be using the roadshows to explore how it can better meet the needs of members from the LGB & T community.

46. Disability. Napo's 'Hidden Disabilities Week' was held during October 2017 and proved to be a success. The aim was to raise the profile of hidden disabilities and the impact on individuals in the workplace. A number of Factsheets were produced focusing on a hidden disability and each day a different factsheet was distributed to all members explaining how it impacted on the individual. As a consequence, a number of members sent in emails asking for further advice and support from Head Office.

Assistive Technology and how it functions has been an issue in both the NPS and CRCs. Work continues within the NPS to try and address the systemic problems with the functionality of Assistive Technology; both the hardware and the software, and the use of documents and forms when using Assistive Technology. An Assistive Technology Group has now been set up covering the six Sodexo CRCs. Work has been undertaken to survey all AT users in the six CRCs and a plan of action has been developed to address any concerns that have been identified from the survey.

47. Women in Napo (WiN). The next WiN Conference will be in 2019.

Family Court Committee

MEMBERS:

Peter Brooks (London)

Ruth Fields (West Midlands)

Olivia Fitch (East Midlands)

COMMITTEE CO-CHAIR

Paul Henry (East Midlands)

Harvey Nightingale
(East Midlands)

Paul Walker (West Midlands)

COMMITTEE CO-CHAIR

Katie Warren (London)

Brian Kirby (Eastern/Retired)

CO-EDITOR FAMILY COURT JOURNAL

John Mallinson (South West)

CO-EDITOR FAMILY COURT JOURNAL

OFFICER:

Jay Barlow
(National Vice-Chair - Cafcass)

OFFICIAL:

Sarah Friday
(National Official)

ADMINISTRATOR:

Jacqui Paryag

48. The work of the Family Court committee this year has focussed on organising the annual professional conference which this year was held on 12th June 2018 at the Carrs Lane Church and Conference Centre.

49. This year we decided to take a more interactive approach looking at creative methods of direct work with children and young people. This was particularly in the context of pressures on FCA's leading them to spend less time with children and the expectation to use direct work tools.

50. We proposed to invite a writer/performer with a social work background to present to the conference and engage participants in interactive activity around creative work with children and young people. With the help of Writing East Midlands, we invited Nikki Disney, Drama Therapist and Creative Writer as our key note speaker. Nikki provided a stimulating presentation which encouraged us to think imaginatively. She also ended the day with a poem reflecting on the thoughts and feedback from the day and ending the day on a high. Our other key note presentation was made by the Cafcass Family Justice Young People's Board who told us about the valuable work they do, as well as how professionals impact upon the lives of children and young people.

51. Afternoon workshops were provided by; Nikki Disney, Integrate UK who provide outreach work to young people in schools and the community on topical issues such as CSE, honour violence and gang culture, Dr Gillian McDonald on ascertaining children's wishes and feelings where domestic abuse is prevalent and Melanie Carew, Cafcass Legal on separate legal representation for children and young people.

52. Feedback from the conference was extremely positive. Sadly, the numbers of participants was lower than on previous years which we believe reflects the pressures on FCA from ever increasing workload demands. We are hoping to have discussions with Cafcass about whether the professional conference could become a joint training event which would allow attendees to come in work time, as opposed to claiming TOIL which is the current arrangement.

53. I would like to thank all the members of the committee for all their hard work over the year and again particularly to Jacqui Paryag who does a sterling job every year taking care of all the practical arrangements for the conference. I will be standing down this year as Co-Chair of the FCC having spent 4 enjoyable years in the role; I hope that you will be encouraged to join the committee to ensure that the work to promote the professional work of the FCC carries on.

54. Family Court Journal. In recent times in both public and political arenas, objective facts have seemed increasingly less influential in shaping opinion than appeals to emotion and personal belief. The Family Court Journal aims to counter this by properly supporting the professional opinion of its readership, with both the truth and objectivity of research and with the qualitative personal experiences of contributors.

During the last year articles have included pieces on: presenting evidence via the oath; the gender paradigm in domestic violence; Cafcass and parental alienation; the unreliability of children's wishes and feelings; paedophiles and self-control.

Funding has been secured for two issues to be produced in the coming year and the editors, Brian Kirby and John Mallinson are seeking relevant copy for those issues and especially wish to hear from Cafcass practitioners and managers about their experiential work and research. Planned articles will include: the effects of enforced contact on children; implications of childhood obesity; impact of social media on children; and same gender domestic abuse.

Health and Safety Committee

MEMBERS:

Samantha Clark
(Cheshire & Greater Manchester)

Ann Cruse-Stoddart
(West Yorkshire)

Amanda Fisher
(West Yorkshire)

CO-CHAIR

Nicki Kenney
(Family Court Section)

CO-CHAIR

Peter Halsall (London)

Sue O'Mahoney
(Kent, Surrey & Sussex)

OFFICER:

Tina Williams
(National Vice-Chair)

OFFICIAL:

Sarah Friday
(National Official)

ADMINISTRATOR:

Shireena Suleman

55. The Committee met in April when the main discussion points were around how best to action the AGM 2017 resolutions:

Resolution 27, 'Action on bullying and harassment'.

The Napo safety committee has written a draft bullying and harassment policy which has been distributed to the NPS, CRCs and Cafcass.

We have raised the issue of policy around bullying and harassment at the NPS Health & Safety committee and this discussion has now transferred to the employee engagement meeting.

We have written to all CRCs to find out what they are doing to prevent bullying and harassment.

The issue of violence and threats to staff from service mainly sits outside of employers bullying and harassment procedures – and exactly how employers are managing this issue is an ongoing area of work for the Napo safety committee.

Resolution 28, 'Campaign for Clinical Supervision'.

Napo had raised the issue of clinical supervision prior to this resolution and this year a clinical supervision contract was agreed in the NPS. The Napo health and safety committee will be running a survey to evaluate effectiveness of this provision and we have written to CRCs to find out about their provision – if any.

Resolution 29, 'Promoting practical steps to manage stress in the work place'.

A leaflet has gone to all members giving information on what to do if suffering from stress at work. The same leaflet has gone to all office contacts for distribution as we hope that the leaflet will not only serve as a source of advice for our members – but also be useful as a recruitment/Napo promotion tool.

Information has been added to the Napo H&S web page to support that in the leaflet and an article on how to deal with stress at work has been included in the Napo Magazine and online.

We have ensured that stress is a standing item on the national NPS Health & Safety Committee meeting and all divisional meetings and have we written to all CRCs to find out their process for addressing the problem of occupational stress.

Resolution 30, 'An apple a day is not enough'.

The committee agreed that there was overlap with resolution 29 and therefore no further action was required to meet the action points in this resolution.

Other Napo health and safety related work

56. NPS Absence Management Policy. Napo continued to pressure NPS over the discriminatory aspects of the Absence Management Policy. In April this year this pressure produced progress with the publication by HMPPS of a revised (EA) Equality Analysis of the policy which now includes really useful information on how some women's health issues can impact sickness absence - and that this should be considered before issuing formal warnings. Discussions around the absence management policy and its draconian impact on members have moved away from the NPS safety committee and will now take place at the staff engagement meeting.

57. Women's occupational health. A women's occupational health event was held in December 2017. It was well attended, particularly by women activists who had not attended Napo events previously. Speakers included the TUC Women's Officer, a journalist from Labour Research department, an ergonomist and Kings' College, London academics - who reported on 2016 menopause survey results.

58. Wellbeing. Napo were represented at NPS wellbeing events in London and Birmingham.

59. Napo safety representatives training. Napo safety reps training was held in March and July in Doncaster and Bristol respectively. Course subjects included health and safety legislation and safety representatives' functions.

60. CRC health and safety. We have kept a focus on how we monitor H&S in CRCs (as there is not a national structure as with NPS that enables this). Napo have been liaising with a couple of the bigger CRC providers to set up regular national health and safety meeting that will hopefully bring together CRC and NPS health and safety managers so we will know what is happening both sides of the probation divide.

61. Family Court Section. The Cafcass safety committee met in October 2017 and April 2018 with the January meeting lost as cancelled by management and the July meeting to be re-arranged.

Issues for FCS members:

- i. Risk Register: The MoJ requires Cafcass to submit a risk register setting out the top 5 risk factors for staff. Personal, safety, stress and fire are recorded as high risk prior to implementation of control measures. These are reduced to medium risk of harm on the application of controls. The control measures for stress include the Health & Wellbeing strategy of providing support in making staff more resilient, and the use of a workload measurement tool to allocate a reasonable amount of work. (Workloads remain our main concern and are discussed at partnership meetings which do not involve the Cafcass Health & Safety Advisor.) The Family Court Section has re-issued the questionnaire on time spent working and taking "time off in lieu" post the Ofsted inspection to provide a comparison with data gathered in 2016.
- ii. Fire safety checks. These are conducted by either Cafcass or landlords. Only two offices (Brighton which is managed by HMRC and Norwich managed by the Cabinet Office have yet to advise that evacuation procedures are in place and practiced). None of our offices have dangerous cladding.

- iii. Accidents/incidents. Cafcass employs 1688 staff. There were 50 incidents across the UK in the last year (45 in the year before) with threats and verbal abuse occurring most. There were 3 major incidents in the last year- March 17 to Feb 18. 2 RIDDOR reported incidents – one fractured coccyx by staff sitting on a fold up chair at court. A second was a trip resulting in rib injury. No response back from Health and Safety Executive to follow up.
- iv. Sickness absence. This is slightly up on last year and in the last 3 months (9 days per year for social work grades and 8 days for non-social work grades) We have asked for data to be broken down by gender. The ratio of reason for mental health absence given as non-work related: work related for Social Work staff is 63:37 and non-Social Work grades is 95:5. For social work grades, the reason is recorded by management but can be amended by individuals. The top three reasons for absence for social work grades are mental health (32%) heart/blood pressure/ circulation 13% and Musculo-skeletal 11% (Musculo-skeletal incidents have reduced over the last 3 years).
- v. Management agreed to look into what Napo felt were several instances where staff are off sick and then capability issues arise as a result of their absence and no doubt work needing to be re-allocated.
- vi. The Health & Well-being programme continues to grow. There are group and 1:1 sessions with development of team events. 114 staff were seen last year by two consultants. Staff can self-refer for one or two individually tailored sessions. A Mental health first aid service is available with a supportive guide for managers supporting staff in work. A supportive programme is being developed for teams with 5 sessions of one hour per week open to all team members using mindfulness techniques. It is being trialled in two teams with high workloads and high numbers of new staff using mindfulness techniques. The focus is on building resilience, improving productivity and keeping sickness absence low. Members are telling us that they remain concerned about workloads with not enough time to complete tasks properly. Cafcass has another 12 months left on the Medicash contract with approximately 700 claims for financial contributions per quarter. Complimentary therapy, dental and optical claims are highest.
- vii. Lone worker guidance: We are working jointly on guidance for staff. Lone working is very much the norm for social work grades and increasingly for Business Support staff. Napo knows that managers seek guidance and that staff are often vulnerable with no working safe systems of working.
- viii. Office inspections: Very little trade union time has been spent inspecting offices in the last year. Offices are generally large open plan with uniform working arrangements and systems across offices.
- ix. Car hire: The travel and subsistence policy deems that consideration should be given to the most cost effective means of travel and that hire cars should be used for long distances from a category of car with very small engines which leaves many members saying they feel vulnerable on long journeys.



Probation Negotiating Committee

MEMBERS:

Jenny Aston
(Staffordshire West Midlands)

Esther Barton
(South Yorkshire)

Dave Bellingham
(East Midlands)

Martin Bull
(Staffordshire West Midlands)

Ann Cruse-Stoddart
(West Yorkshire)

Natalie Dimbleby (The Mercia)

Patricia Johnson (London)

Sue O'Mahoney
(Kent Surrey Sussex)

Jamie Overland (London)

Dino Peros
(South Southwestern)

Nizam Salyani (London)

OFFICERS:

Chris Winters
(National Co-Chair)

OFFICIALS:

Ian Lawrence
(General Secretary)

Dean Rogers
(Assistant General Secretary)

ADMINISTRATOR:

Annoesjka Valent

62. The Committee carried only 1 vacancy for B3- below this year and met in November, February and May and August since the last annual report was written.

63. Probation Pay Negotiations: The National Pay Reform talks continued to be stalled until July 2018, with the Treasury blocking the MoJ's permission to negotiate. This was despite Michael Spurr repeatedly stating these were the top HMPPS priority. Eventually, we were told negotiations could begin but at time of writing the Unions had still not been told how much money was in the remit. Consequently, after additional input from the Napo NEC, Napo have started to explore the possibility of bringing equal pay claims against the MoJ in partnership with Unison.

64. In the meantime, the 2017-18 pay negotiations also failed to materialize in the NPS. Talks were delayed by the employer whilst they awaited remit clearance. In November 2017, they told us this had not happened and that there would be no award, beyond the contractual 1% step for staff below their band maxima, as the HMPPS had overspent its pay budget meeting the higher than anticipated Prison Review Body recommendations for prison staff. The publication of the outcome of the 2018-19 Review body report before the start of probation pay talks was a source of considerable anger for our members and means that that our members start at a 3.25% lower benchmark against colleagues in the prison service.

65. It is expected that the employer will seek to address the continuing chaotic situation in relation to Market Forces Supplements in the upcoming pay negotiations.

66. In CRCs some progress on improving members pay was limited by the contract price restricting the owner's capacity to make significant pay awards without generating further contractual losses. They also heeded Napo and Unison's concerns about breaking up the pay structures in CRCs ahead of pay reform, and in our joint pay claim the unions said that we would lobby with CRC owners for additional MoJ funding to allow them to continue to pay competitive salaries.

67. Despite these restrictions, a number of CRCs did make awards to all staff, including additional incremental steps, meaning that the majority of members in CRCs are now being paid more than if they had been employed in the NPS.

68. 2018 Probation Pay Claim. Napo produced a joint national pay claim with Unison, covering all of probation staff across the NPS and CRCs. After input from the NEC and no objections, the PNC also endorsed the claim and it was subsequently submitted to the employer on Friday 18th May and also circulated to branches on Monday 21st May.

NPS Negotiating Items:

69. NPS JNC Constitution / Disputes Procedure and 3PF (Probation Professional Practice Forum). The JNC Constitution was finally approved in July. The Disputes Procedure is also close to agreement.

70. Facility time. In CRCs, a number of agreements were reached and there have been no cases where facility time has been reduced by employers. In the NPS we have still not reached a national agreement. Issues remain about how much facility time will be available to Reps and the restrictions being imposed at local level by Divisional Directors and HR Business Partners (HRBPs), especially around supporting workload relief and notice for taking facility time.

71. The NPS have agreed that Napo can allocate and monitor the use of facility time to increase our potential flexibility. However, we are having to put systems in place to be able to do this and evidence what time is being used – something critical to mounting any credible argument to get more than is currently used. A pilot for recording facility time was conducted and proved that until we have improved our ICT system this will be difficult and potentially time consuming for Reps. The importance of this

accountability will be built into the intended Reps training and re-accreditation programme that we will be launching in the Autumn of 2018.

72. Update on SSCL / Pensions issues. SSCL were able to provide the unions with some staffing data for the NPS but nowhere as detailed as was asked for. They have also struggled to provide regular sickness absence data. During the year Napo realised that many staff were being charged at premium rates to call the SSCL helplines, in particular those off-work and /or in offices where mobile phones had replaced landlines to facilitate hot-desking. Incredibly, the NPS say they can't even estimate the cost of this to taxpayers as they'd have to ask SSCL to record the number of such calls for them and SSCL would charge as no-one had thought to ask for this to be included in the original contracts.

73. In the NPS, staff shortages and reliance on Agency Staff has continued to be problem. At time of writing, there is a 24% shortage of staff at Band 2; a national surplus of Band 3 staff with 296 more PSO's than "needed"; and there is a 16% shortage for POs and Band 6. Overall this equates to nearly 12% shortage of staff. With PQiP taking 2 years to complete, the problem won't be resolved quickly. We have also raised concern about support and training for SPO's. It should be recognised that these shortages relate directly to the MoJ under-estimating numbers needed when creating the NPS.

74. On top of wider pay errors, AP and Court sessional workers did not appear to have been paid properly since 2014. After prolonged pressure from unions, back payments, relating to unpaid holiday entitlements, were made in July 2018.

75. After significant problems with collecting and processing pension contributions for around 3000 staff during the Spring and Summer of 2017, an agreement was reached around fairly addressing the consequences of the mess. Unfortunately, a few cases remain unresolved.

76. Throughout 2017-18, there have been significant problems across the NPS with progressing and paying ill-health early retirement (IHER). Napo is in dispute with the NPS over the application of civil service notice periods. These have never been negotiated with Napo, and would allow them to avoid paying notice to staff dismissed due to poor health after prolonged illness – including members qualifying for IHER where the reason for being on reduced pay is directly related to the delays processing the IHER application.

77. Privatisation of NPS Approved Premises Night Waking Cover. Union pressure and concerns about recruitment levels and training forced a delay to the start of this contract in January 2018. However, in March the Government insisted on pressing ahead anyway. Our concerns have been realised. Almost 6 months into the contract OCS are only staffing 70% of shifts and Sodexo are relying heavily upon Temps. Examples of agency staff turning up and walking out are numerous and the stability required in these difficult environments is not evident. Unions continue to raise this as a priority.

78. Guidance around the new IT – new ways of / flexible working. New improved ICT is finally being rolled out across the NPS. Napo's H&S Committee will be looking to develop some guidance around basic NPS advice that seems to have been circulated. Unfortunately, progress in some CRCs has been restricted by continuing difficulties linking these new systems to NPS/Moj systems.

CRC negotiating items:

79. Kent Surrey Sussex CRC JNCC constitution and associated disputes procedure had been approved by the branch and endorsed by the Committee and had been sent for ratification to the June NEC.

80. General discussions were held regularly by the Committee around the position of certain CRC's and the ongoing consequences and chaos following from TR.

81. MTC Novo Branches: Employee relations have continued to gradually improve. A two-year pay deal was agreed that improved on the NPS non-offer. Napo had important input around a number of pension issues and proposals. We also had noticeable success preventing changes to leave policy. Pressures around workloads continue to be a concern, due to recruitment

difficulties mirroring those in the NPS across London and the South-East.

82. Interserve Branches: Members have been continually concerned by Interserve's corporate financial difficulties which directly led to job cuts in the Autumn of 2017. Increased financial pressure threaten to frustrate improving employee relations.

83. Resolution 8, There's nothing 'Flex'ible about public protection.

The flex team model has impacted differently in each of the Interserve CRCs and given this, where there are problems, these have been raised at the local JNCs. Napo have also been also discussed this issue at the Interserve JNCC.

However, the issue is not resolved and workplace stress is still very high in all the Interserve CRCs - due not only to the impact of the flex teams but also to many other issues, particularly workloads.

Napo are concerned that Interserve Justice allowed the 'wellbeing and stress sub-committee' to cease meeting for many months while the impact of the financial crisis of the parent company rolled out. Now that the committee is meeting again it no longer has a budget, a focus or commitment to follow HSE management standards on workplace stress that it had previously. Napo have made clear our concerns about this and will continue to raise this and that of the problems of the flex team model at national level.

84 .Resolution 9, Stop the discrimination against disabled staff by Interserve Justice

Interserve have undertaken a review of their Absence Management Policy and Napo reps at both national and branch level have been very involved in contributing to the consultation over the draft policy. We now await the outcome of the policy review.

85. Working Links Branches: The Committee have been regularly updated upon the ongoing disputes with Working Links over the safety of their Operational Model, inadequate staffing levels, health and wellbeing a basic refusal to negotiate properly with the unions.



Professional and Training Committee

MEMBERS:	Roger Peel (Cumbria and Lancashire)
	Emma Romanowicz (West Yorkshire)
OFFICER:	Katie Lomas (National Vice-Chair)
OFFICIAL:	Tania Bassett (National Official)
ADMINISTRATOR:	Shireena Suleman

86. Professional. Tania Bassett, National Official, is leading on the Licence to Practice talks which are on-going with HMPPS. There may be more developments on this by the time Napo holds its AGM and an update can be given there. However, although initially opposed to the Licence being mandatory, there seems to be more movement within HMPPS to develop a licence.

87. We have yet to see the impact of the new HMIP Professional Standards. At the time of writing, a number of areas are going through the new inspections. Napo will be looking to review the reports and compare them to previous assessments to see if they have a positive impact. The committee would like to hear from members about how the standards are impacting on practice. It is understood that they are somewhat contradictory to the Ministry of Justice contract requirements placing even more strain on CRC's as they try to get the balance right between contract management and professional practice.

88. Throughout the year we have provided feedback on consultations on a number of Professional Probation Instructions including:

- Notification and Review Procedures for Serious Further Offences
- Critical Public Protection Casework
- Draft Licence Conditions

89. Training. The Probation Qualification Assurance Board (PQAB) attended by Tania Bassett National Official, has been disrupted of late. Catherine Fuller, who previously headed up PQAB and PQiP has left HMPPS. Michelle Collins, her successor, is due to set new dates for PQAB once a review of the Professional Qualification in Probation has been completed. This review was tasked with a number of objectives, including whether or not there was scope

to reduce the qualification time to 12 months for more experienced learners. Needless to say Napo has opposed this, citing trainees being rushed through training on the current 15-month programme and that they report not feeling confident once they have completed this. The idea that this could be shoe-horned into 12 months is wholly inappropriate and thankfully this proposal by HMPPS has now been dropped.

90. Other parts of the review are looking at the content of the current PQiP, feedback from learners, (that has not been very positive) and of course apprenticeships. The Government now has a target for all public sectors to have 20% of the workforce on apprenticeships. This initiative, headed up initially by Interserve, was thrown out by PQAB as no one could see a relevant place for it. However, since the target was introduced this is now a rolling item on the agenda and Tania Bassett is working with both HMPPS and CRCs to develop this whilst ensuring it has professional purpose.

91. Learning and development is a key area for the NPS and Katie Lomas, National Vice-Chair and Tania Bassett, National Official, sit on the Joint Forum. Napo is able to feed into these meetings with first-hand experience from members on a wide range of issues so it is vital they have access to member's views and comments.

92. Wales Union Learning Fund Scheme (WULF) - 09/08/2018

Report from Aziz Bouleghlimat, Project Manager
Since 2008, Napo has been consistently successful in securing Welsh Government funding for learning and development activities for probation staff working in Wales. This is indicative of Napo's ability to manage effectively and achieve the objectives set out by the Welsh Government.

The focus has now shifted to support activities aimed at raising the skills of the workforce and employability in the Welsh economy. Therefore, the current project entitled Skills Driven Learning is aimed at supporting staff with learning activities that are relevant to progression, career development, progression or seeking employment in other relevant sectors. Whilst the current project ends on 31/03/2019, the Welsh Government have confirmed their continued commitment to funding union led projects and they are working on a new prospectus; which likely to be launched at the end of August 2018. The new projects are likely to be for 2 years or more.

This is a brief summary of the current conditions of the project:

- open to staff working in both Wales NPS and Wales CRC
- Both employers provided letters of support for Napo's bid
- Wales CRC signed a formal learning agreement with Napo Cymru and discussed the possibility of joint funding of courses.
- No formal arrangements have been established with Wales NPS
- The project has and continues to fund individual and group courses for staff working in both organisations
- Since Transforming Rehabilitation, the project has lost all its previously active Union Learning Reps.
- There are 2 remaining active ULRs in the Wales.

Steering Committee

MEMBERS:	Iqbal Bhogal (West Yorkshire)
	Charron Culnane (London)
	Howard Davies (East Anglia/Retired)
	Tony Mercer (FCS Yorkshire and Humberside/Retired)
	Jeanne Peall (Kent Surrey & Sussex) COMMITTEE CHAIR
	Jo Thompson (East Midlands/Retired)
OFFICER:	Yvonne Pattison (National Co-Chair)
OFFICIAL:	Ian Lawrence (General Secretary)
ADMINISTRATOR:	Annoesjka Valent

93. 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.

94. This was Napo’s first visit to the East Midland’s Conference Centre. There was also a new format for organising the Conference programme as a result of the move to a two-day Conference. From an organisational perspective both access for set-up the day before and the venue itself did pose some issues. However, overall Conference seems to have been a positive experience for the majority of members attending. There was a good response to the post Conference survey, with some very helpful feedback. The length of the first day and a sense of being ‘cut-off’ on the University campus were raised by a number of respondents. The Steering room was fairly easy to locate and reach, resulting in plenty of visitors, either seeking help with potential emergency motions or clarification about processes.

95. A total of 34 motions and two constitutional amendments were tabled for debate. Of these, three potential composite motions were identified, comprising a total of 7 motions. They were eventually agreed as composites A to C. No amendments to motions or constitutional amendments were received. The number of motions was a significant increase on

the 19 motions submitted in 2016. Over the course of Conference, two potential emergency motions were considered by Steering Committee. Both were judged to meet the criteria, were endorsed as such by members in the hall, debated and accepted. All the remaining motions were debated and passed with the exception of motion 1, which fell by default as the proposer and seconder did not come forward to speak when called by the Chair of the session. The two constitutional amendments were debated and both were initially carried. However, concerns were raised about information given in the both debates which could have materially affected the vote and, following the suspension of Standing Orders, votes were taken on whether to rescind each of the two constitutional amendments. Conference agreed that CA1 should stand but CA2 was rescinded.

96. The fixed quorum of 150, adopted through a constitutional amendment in 2016, resulted in the loss of only 31 minutes through inquoracy. This was basically the time it took for members to come into the hall and settle down at the start of each day and following breaks. 227 minutes were spent on debating motions. Emergency motions took up 14 minutes; formal business, including the accountability session, 122 minutes and speakers 109 minutes. 9 minutes were lost within quorate time when nothing was happening but this was made up of a small number of minutes during four sessions.

97. Steering Committee rely heavily on support from Napo's administrative staff in the build up to AGM and whilst at AGM. We are, as ever, very grateful for their hard work, efficiency and patience. In addition, the Committee were greatly assisted by the Chief Steward, Carolyn Mack, who also had to plan for a new venue and format. Thanks are extended to the Stewards for their hard work, particularly on the long first day.

98. Equal Rights Section. Steering Committee comprises six elected members. The current Committee comprises four women and two men. Four members define as white, one as of other heritage background and one as Asian. 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.

99. The Committee sends representatives to the site visits at the AGM venue as part of the planning process. The site schedule for each venue is drawn up in negotiation with the venue staff by the Conference Organiser. However, the site visits enable the Committee to identify issues of accessibility in terms of the dedicated rooms for Napo's admin staff working at AGM, Steering Committee and the Monitors, as well as more generally for members during the conference. The Committee representatives also consider any other factors that could impact on AGM business, including the ability of members to participate. This can be as a result of the general accessibility of the venue or through more specific issues like the availability and siting of microphones, height of speakers' podia and their accessibility.

100. The ordering of business at AGM and ruling on Emergency Motions form two of the Committee's main responsibilities. The Committee works to ensure that the process is as transparent as possible and is carried out in line with Napo policies on anti-racism and equal rights. The lack of participation by members in the ballot process for motions which takes place prior to AGM, has been a matter of concern for some years. The Committee still considers it to be the most open method to enable all members to participate in prioritising matters for debate at AGM. In a move to utilise technology and further enable participation, the ballot form can be completed through Survey Monkey on-line. The Committee will continue to publicise this process prior to AGM so as to better explain the democratic rationale. The ballot form will also continue to be available as a word document through the members' section on the Napo website. The Committee's decisions are explained and accounted for publicly during AGM sessions and members have the right to challenge those decisions. Part of the Committee's role at AGM is to time speeches and keep a running record of all spoken contributions. The length of speeches is marked by a basic system using a combination of a buzzer and traffic light system, which alerts the speaker 30 seconds before the end of their allotted time and when their time is up. This is to ensure all speeches to motions and constitutional amendments last for no longer than the amount of time set out in Standing Orders.

101. The Committee endeavours to make its role accessible to members through written material provided in Conference packs (available in other formats on request) and by actively seeking to be available to advise members during the course of Conference, although the location of the Steering room in some venues can impact on this. In addition to this we have established a Steward's Information Point at the entrance to the Conference venue. The purpose of the Information point is to provide an accessible and dedicated place for any members, who require it, to seek initial assistance.



Trade Union Organising

MEMBERS:	Jamie Overland (London)
OFFICER:	Denise Mason (National Vice-Chair)
OFFICIAL:	Ranjit Singh (National Official)
ADMINISTRATOR:	Kath Falcon

102. This year we saw the retirement of Margaret Pearce. She was a long-standing employee at Napo and amongst her duties she was the administrator for TUO Committee, and more recently also the administrator for the NEC. Margaret always went that extra-step for members' to make sure that Napo Head Office did all it could to meet members' expectation. We wish her well for the future and welcome Kath Falcon as the person who will be the administrator for the committee going forward. There was also a change in officer duties in April with Denise Mason Vice-Chair taking up lead officer role for TUO replacing Tina Williams, Vice-Chair.

103. Although the Committee did not have any resolutions allocated to it following the AGM in 2017, TU organising work has been carried out by Napo Officials and Officers as required. The committee only had one lay member from the start of this year but a meeting was arranged in June where discussions and plans were made to re-energise committees.

104. National Committees. Since Transforming Rehabilitation (TR) we have seen a decline in levels of activism in the union with places on national committees since 2014 steadily declining. This year it has been incredibly low with most committees having only one member or in a couple of cases no members at all. A series of Napo and You campaign all-member publications have been sent through mailings, promoting the purpose and role of National Committees and importance to Napo and its democratic structures to invigorate interest and committee membership.

105. Organising. For this year the focus has been on Napo Strategy for Growth, approved by the NEC. The long term strategy aims to ensure Napo retains its independent status as a trade union and professional association. Key aims of the strategy are to increase membership by 5,000 members by 2019 and to identify and recruit potential new activists in all sections of the union. Reports have been provided to the NEC throughout the year.

106. Events. Napo organised for the TUC March and Rally held on the 12 May 2018 which featured many inspiring and diverse speakers including Jeremy Corbyn. The theme for the event was “A New Deal for Working People”. We tailored our own message for the March and Rally demanding a new deal for Probation and Family Courts to unify a fractured probation service and secure manageable workloads in Family Courts. Napo’s Communications Team produced bespoke publicity materials for this event distributing these through our social network platforms. There was a good Napo contingent of members and staff who joined the rally and march.

107. Recruitment. A new campaign has been developed and driven by the Communications Team called ‘Active8’ to support a recruitment drive. The aim of the initiative is to develop member engagement and activism at both branch and national level. Active8 aims to guide new and existing members through the ‘Napo Journey’. There is a re-designed Napo Membership Booklet, reward and incentive scheme with ‘Active8 Coupons’ that promote the Napo Extra membership discounts and benefits.

108. Education/training programme. Napo has not delivered a bespoke Trade Union Education programme for the last 3 years. NEC approved separate funds for members’ travel and subsistence expenses to complete a new Reps Training Programme which is under development for launch at AGM. This will mean re-accreditation of all Napo local Representatives and new activists, via a series of training events planned for delivery by Napo Officers and Officials between Autumn and Spring 2018-19.

109. The Forum (formerly PSO Forum). The last Forum Conference was held in November 2017 and was well attended and considered a positive success. 2018 is not a conference year so alternatively Napo should hold three Forum meetings. This was not possible due to approved budgetary constraints. However, one meeting went ahead and plans have begun for another Forum conference to be held in 2019.

110. National Representations.

Membership of the National Representatives Panel is as follows:

- Jeremy Cameron
- Eriks Puce
- Les King
- Urfan Amar
- Mick Hooson
- Megan Elliott
- David Mitchell
- Keith Williamson (Resigned July 2018)
- Anne King
- John Drewicz

111. The Nat Reps panel has picked up 68 cases since August last year. The Committee wish to express their appreciation to Cynthia Griffiths, Napo Administrator, who has ensured the effectiveness of this vital service for members and to Keith Williamson for his time as a member of the panel.

112. Equalities Statement. Napo was able to successfully take up all its places at the TUC Equalities conferences. Disability, Race and LGB &T members are encouraged to attend annual conferences that take place throughout the year. Attendance and participation is important to voice Napo members’ equality and diversity concerns to a wider Trade Union audience and for Napo to ensure members with protected characteristics are supported.

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

Thank you to the following branch that sent returns:

- Western.

Edridge Fund of Napo

Accounts and Annual Report -
Abbreviated Version

ADMINISTRATIVE DETAILS

FULL NAME: The Edridge Fund of Napo
the Trade Union
and Professional Association
for Family Court and
Probation Staff

**REGISTERED
CHARITY NO:** 803493

**REGISTERED
OFFICE:** 160, Falcon Road, Battersea,
London, SW11 2NY

BANKERS: Unity Trust Bank plc. Nine
Brindley Place, Birmingham
B1 2HB

HSBC plc. 240 Lavender Hill,
Battersea, LONDON SW11

**INVESTMENT
MANAGERS:** HSBC Trust Company (UK)
Ltd, PO Box 880,
Southampton, SO15 1WP

**INDEPENDENT
EXAMINER:** Gina Alderson, Felden Lodge,
Felden Lane, Hemel
Hempstead, HP3 0BL

REPORT OF THE TRUSTEES

Trustees

The Trustees who held office during the year were as follows

Doug Stevenson (London)

Appointed July 2012, resigned September 2017

Charlotte Dunkley (East Midlands)

Appointed November 2013

David Stevens (Mercia)

Appointed November 2014

Morna Mensah-Dankwah (London)

Appointed September 2015, resigned September 2017

Carolyn Mack (East Midlands)

Appointed September 2016

Michelle McFarlane (London)

Appointed August 2017

Doug Stevenson ended his term of office as both Trustee and Vice- Chair. Consequently, David Stevens was appointed as Vice Chair in November 2017.

Staff

Cherry Bushell

Secretary to Trustees (Resigned April 2017)

Karen Monaghan

Secretary to Trustees (appointed June 2017)

Jeanne Peall

Honorary Treasurer

David Cox

Business Officer & Financial Administrator

Sarah Byatt

Administrator

CHAIR'S REPORT

Introduction

I present this Report and the Accounts for the year ended 31 December 2017 on behalf of the Trustees.

This is an abbreviated version of the Annual Report. The Accounts presented are the full version, prepared in accordance with Charity Commission guidelines and requirements. The full Annual Report and Accounts will be available before the Napo AGM in October 2017.

Trustee & Staff Changes

In the course of 2017 there were a number changes in both our Trustees and Staff. Doug Stevenson retired as a Trustee and Vice Chair, having completed his term of office. Mornah Mensah-Dankwah also resigned as a Trustee and we thank both of them for their enthusiastic work for the Fund. We can also report that our Secretary, Cherry Bushell, resigned in April 2017, and in June 2017 we appointed a new Secretary, Karen Monaghan, who is already a valuable member of the team.

Donations and Fund Raising

This has been a more comfortable year for Edridge, largely as a result of an increased grant from Napo. Regular donations and overall fund raising activity saw a small decrease, and there has been a substantial reduction in one off donations. Income from our 50/50 Lottery has decreased slightly over the previous year but there continues to be a good level of participation.

The Edridge Fund has once again received a donation from the Civil Service Insurance Society (CSiS) of £10,000 during 2017. CSiS is a not for profit organisation, which supports other charities working with people in the Public Sector. CSiS provides the Edridge Fund with a very welcome additional source of income, for which the Trustees are very grateful.

Administration

The level of expenditure by the Fund on governance and administration has marginally increased, compared with the previous year. This was largely due to recruitment to the post of Secretary and meeting room costs. Grant giving, our main charitable activity, was slightly up on the previous year with a similar level of applications.

Edridge Investments

The Edridge Trustees decided in 2015 that the Investment Portfolio would be managed on a low risk basis. There was continued growth in the value of our portfolio in 2017 but overall income slowed. However, on the basis of advice given in the annual review with our investment manager, the policy of managing the portfolio on a low risk basis has been maintained. In 2017 income from grants increased in comparison to 2016 and as a result the Trustees were able to restrict the amount withdrawn from investments to £5,000.

Governance

During 2017, Trustees continued to ensure the fund was well placed to address issues relating to its work in the future. A survey of applicants was drawn up to gather opinions from members on the work of the fund. This indicated to us that awareness of the activities of the Fund continued to be linked to the presence of NAPO in the workplace. Levels of understanding of the Fund were weaker amongst staff in CRCs where we have struggled to maintain Edridge Reps in every office. Results also suggested that members were not fully aware of the ways in which they could support the fund. The Trustees plan to continue to focus on fundraising and raising awareness throughout 2018.

The continuing focus of the Trustees during 2017, in terms of governance, was in reviewing and relaunching the website. We also prioritized ways of increasing our income streams, as well as promoting the work of the fund.

Applications for Assistance

The number of applications during 2017 remained the same as the previous year, and this changes the trend in previous years when there had been significant falls. The amount paid in grants was about the same as last year, with a marginal increase, but the average grant paid was about the same as the previous year. The Trustees have continued to target the amount paid to reflect the immediate needs of the applicant, the range of amounts paid is quite wide. The reasons for applications seem to follow the pattern of previous years.

We will be publishing tables giving a breakdown of applications received in our full report, but we can confirm that there has been a change in the proportion of grants of grants paid to Napo members.

For the first time in many years the number of applications from Napo members, being only 47% of the total, a reduction of about 20%. This reflects the fact that a higher proportion of applications have come from applicants with no union membership, We will be publishing in our Full Report the figures from our Diversity monitoring.

The number of applications received was 100, and of these 13 applications were refused or withdrawn, usually on grounds that the applicants were not eligible, and 5 applicants were referred to the other Union Welfare Funds. In 1 of those cases we did eventually provide a grant of £400. which is a decrease over previous years. In all cases the applications were dealt with on their individual merit. These figures reflect the overall pattern in the last few years. Another matter for concern is that we receive three times as many applications from NPS staff, compared with staff employed by CRCs.

Last year we reported on the connections we have made with the Charity for Civil Servants, "For you By you" formerly the Civil Service Benevolent Fund. We are continuing to advise all staff employed by the NPS that as Civil Servants they can now apply to that fund, as an additional resource for assistance, and some applicants have confirmed that they have received assistance from that Fund. We are also now suggesting to some applicants that they seek further help from the Professional Aid Council, where we believe that they might satisfy the Criteria for that organization

During 2017 we introduced a new online application form, which can be also completed on a tablet or phone.

Final Thoughts

This is my second Annual Report as Chair of Trustees and I hope that during 2017 we have been able to build on the good work we started during my first year in post. In 2017 the Edridge Fund Trustees and staff worked hard to ensure that our operation was efficient and focussed on the purpose of the Fund - to assist colleagues in need.

This year we have seen the benefit of the increase in our grant from NAPO, which came about as a result of an AGM resolution in 2016. This restored the historic method of determining our grant based on a percentage of NAPO membership income and

gave us a much need boost in terms of our grant giving. We are always very grateful for the practical and moral support shown to us by members at AGM. The Trustees recognize the challenges faced by both Trade Unions and charities within the public sector, as austerity continues to impact on workforce numbers and levels of pay. The continuing reductions in the probation workforce as a result of Transforming Rehabilitation are also demonstrated by our survey results, which showed that awareness of the activities of the Fund are largely determined by the presence of NAPO or Edridge Reps in the workplace. In 2017 there continued to be a challenge in keeping the Fund relevant and active within the CRC and Family Court workplaces.

We have seen a stable number of applications overall this year but have seen a further fall in the proportion from staff working within the CRCs. The Fund has had to withdraw funds from our investments again this year to meet the needs of applicants but did so with a lesser amount than previously, owing to the increased NAPO grant. The Trustees have very recently had news of a significant bequest to the Edridge Fund which will give us greater financial stability. The exact details are not finalised, but I hope to be able to inform AGM in more detail.

We now consider fundraising at every Trustees meeting and have undertaken a survey of applicants to help us understand how best to do this. The results of this indicated that we should focus on improving the presence of Edridge Fund activities in the workplace and that online giving and fundraising were popular amongst respondents. Our new Secretary has a background in fundraising that we hope will help us develop ideas further. We have focused on encouraging people to consider making comparatively small monthly donations and the Secretary now writes to all regular donors and recipients to ask them to consider further donations. If members could do one thing only to help Edridge this year, it would be to consider setting up a regular donation. We also hope to reach out to non-Napo members for this kind of support, given that we pay out significant sums to non-Napo members.

2017 continued to be a challenging year for NAPO branches but we have made efforts to keep our network of Edridge Reps available for applicants in every area and we are very grateful for their work. However, the reduction in applicants from the CRCs

and Family Courts suggests that we need to extend this work further. If any members working in those areas can volunteer to help us with this work, please contact me for further details.

During July 2017 we relaunched the Edridge Fund website. This was achieved by a collaboration between David Cox, our Business Officer, and Doug Stevenson our previous Vice Chair. We must also thank David Raho, London Branch member, who advised the Trustees in the early stages of this work with basic design concepts. The new website enables online applications for assistance, including by phone or tablet, as well as easy methods of donating to the Fund on both a one off and regular basis. The site has also been simplified, with easier navigation, and can also be viewed on mobile devices.

We have had some issues with online applications which have proved very popular but contain reduced levels of information than we are used to. Trustees would encourage anyone applying online to include maximum information about your financial situation in order to enable Trustees to make decisions quickly. There was a significant number of on line applications, considering they were only available for half of the year, but in the indications in 2018 are that there is a significant increase in the use of the online form. Before the end of the year we had started to review the online form in the light of experience.

Once again, we are very grateful for the support of Napo staff and officers and we have held a Trustees meeting at the new NAPO offices, attended by the General secretary and we very much welcomed his continuing commitment to the Fund. NAPO AGM in 2017 saw a reduction in our income from merchandising owing to the shorter timescales, but we had a great level of contact with members offering support and a very healthy bucket collection.

Whilst we have continued in 2017 to operate in difficult circumstances, the Trustees hope that we have continued to tackle the fundraising challenges that face us. I would like to thank all my fellow Trustees, our Treasurer and Secretary, and especially the Edridge staff who have most contact with applicants, and for everything they do to support the work of the Fund. We are currently recruiting again for a new Trustee so please consider joining us. My term of office also finishes during the next year, so anyone interested in being Chair of Trustees- let me know!

Charlotte Dunkley – Chair of Trustees
August 2018

INDEPENDENT EXAMINATION OF ACCOUNTS

The accounts were presented to the Trustees, and accepted, subject to a satisfactory Independent Examination, in accordance with Charity Commission Guidance. The full version of this report, together with the accounts, will be available in the full version of our Annual Report, which will be available at the Napo AGM in October 2018

Jeanne Peall – Honorary Treasurer
August 2018

EDRIDGE FUND OF NAPO
STATEMENT OF FINANCIAL ACTIVITIES (incorporating an Income and Expenditure Account)
FOR THE YEAR ENDED 31 DECEMBER 2017

		2017	2016
INCOMING RESOURCES FROM GENERATED FUNDS			
Voluntary Income	Notes		
Regular Donations and Gifts		7,405	7,876
Contribution from Napo		17,457	10,000
Bequests		Nil	Nil
Corporate Charity Donation	10a	10,000	10,000
Activities for generating funds			
Fund Raising (including 50/50 Club subscriptions)	6	4,142	4,524
Sale of merchandise		97	144
Investment & Interest Income			
Investment Income	9a	6,643	5,910
Bank Interest (including Investment Account)		0	0
Incoming Resources from Charitable Activities			
Contributions from members, branches and others		970	3,886
Net Profit (Loss) on Christmas Cards		523	805
Total Incoming Resources		<u>47,237</u>	<u>43,145</u>
RESOURCES EXPENDED			
Costs of Generating Funds			
Promotional / Fund Raising activities		238	236
Investment Management Fees	9a	3,104	2,841
Website Expenses		504	504
50/50 Club Prizes		1,310	1,401
Purchase of Merchandise		863	142
	<i>subtotal</i>	<u>6,019</u>	<u>5,124</u>
Net Resources available for Charitable Application		<u>41,218</u>	<u>38,021</u>
Costs of Charitable Activities			
Grants paid -		33,296	33,080
Management & delivery of the charity's purpose	2	12,841	12,652
Governance Costs	4	613	479
Total Resources expended		<u>52,769</u>	<u>51,335</u>
Net Operating Surplus/(Deficit) for the Year		<u></u>	<u></u>
Before Gross transfers		<u>(5,533)</u>	<u>-8,190</u>
Gross Transfers between Funds		(5,000)	(15,000)
Net Incoming Resources before Gains & Losses		(10,533)	(23,190)
Other Recognised gains (losses)			
Realised gains/(losses) on investments		1,917	29,181
Unrealised gains/(losses) on investments		7,887	3,006
Net Movements in Funds		<u>(729)</u>	<u>8,997</u>
Total funds brought forward		206,487	197,490
Total Funds Carried Forward		<u>205,758</u>	<u>206,487</u>

EDRIDGE FUND OF NAPO**Balance Sheet**

As at 31st December 2017

	Notes	2017	2016
FIXED ASSETS			
Tangible Assets	3	Nil	Nil
Investments	9	189,850	181,963
CURRENT ASSETS			
Debtors	7a & 8	<u>1,518</u>	<u>2,976</u>
Cash at Bank and in Hand		<u>20,791</u>	<u>26,316</u>
		<u>22,309</u>	<u>29,292</u>
Creditors			
Amounts falling due within one year			
Accruals	5	<u>6,401</u>	<u>4,768</u>
Net Current Assets		<u>15,908</u>	<u>24,524</u>
Total Assets less Current Liabilities		<u>205,758</u>	<u>206,487</u>
Net Assets		<u>205,758</u>	<u>206,487</u>
Income Fund and Reserve			
General Reserve as at 31st December 2017		<u>205,758</u>	<u>206,487</u>
Total Funds available to the Fund		<u>205,758</u>	<u>206,487</u>

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

Charlotte Dunkley – Chair of Trustees

August 2018

The notes below and on the following page form part of these accounts.

Notes forming part of the Accounts

FOR THE YEAR ENDED 31 DECEMBER 2017

1. ACCOUNTING POLICIES

The accounts have been prepared using the same policies published in our Annual Report for the previous year.

2. MANAGEMENT & DELIVERY OF THE CHARITY'S PURPOSE

	Notes	2017	2016
		£	£
Staff Salaries	2a	9,975	10,421
Office Services including rent		612	612
General Office costs /equipment maintenance		978	636
Recruiting Costs – new Secretary		286	nil
Equipment purchase		nil	191
Insurance		674	671
Bank Charges		316	121
Depreciation of Fixed Assets	3	<u>nil</u>	<u>nil</u>
		<u>12,841</u>	<u>12,652</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, as this would not have any material effect on the accounts.

4. GOVERNANCE		2016	2016
	<i>Notes</i>	£	£
Staff & Trustees Expenses	4a	403	342
Independent Examiner's Fee		Nil	Nil
Napo Conference Expenses		37	137
Meeting Room Hire	4b	173	Nil
Trustees Training		<u>Nil</u>	<u>Nil</u>
		<u>613</u>	<u>479</u>

- a. Expenses paid to Staff and Trustees were for travel expenses to meetings, and associated costs, including refreshment costs. Two Trustees were assisted with expenses from other sources.
- b. Meeting room facilities were provided free, with the exception of one meeting.

5. CREDITORS	£
Grants authorized in 2017, but paid in 2018	250
Website charges for 4 th quarter	126
50/50 Winner December 2017	105
Staff Salaries to be paid to Napo as Payroll Agent	5,112
Cost to Napo for mail forwarding	44
Christmas Cards 2017 Purchase cost	765
	<u>6,401</u>

6. FUND RAISING	£
Fund Raising & Sponsored events	1,765
50/50 Lottery Club subscriptions *	<u>2,467</u>
	<u>4,142</u>

*This means that the net benefits to the Fund from the 50/50 Club is £1,158 for the current year.

7. GIFT AID

Gift Aid Claims carried forward from the 2016 accounts as debtors and updated for current tax year

	<i>Notes</i>	£
Revised total of Gift Aid Claims anticipated during 2018		2,400
Less adjustment to Debtors from 2015		<u>912</u>
Balance of estimated Gift Aid carried as Debtors	7a	<u>1,488</u>

a. In previous years we have reported on our efforts to bring our Gift Aid tax refunds up to date. We have made significant progress on this and claims for tax years 2014/2015 & 2015/2016 were received during 2017. However, in view of refunds being lower than previously estimated, we have adjusted the amount of anticipated Gift Aid Tax refunds for previous accounting years to a more realistic level. Thus, the refunds we anticipate in 2018 are for 2016/2017 & 2017/2018

8. DEBTORS	<i>Notes</i>	£
Gift Aid payable (estimated)	7a	1,488
Christmas Cards (based on actual receipts in 2018)		<u>30</u>
		<u>1,518</u>

- 9 The figure for investments is the valuation made by our Investment Managers at year end.
The Trustees made a withdrawal of £15,000 to cover anticipated reduction of income during the year.

10. VOLUNTARY INCOME – Corporate Charitable Donation	£
CSiS Charity Fund	<u>10,000</u>
a. See “Donations & Fund Raising” section in Chair’s report	



Napo Report and Accounts

THE FOLLOWING PERSONS SERVED AS OFFICERS DURING THE YEAR:

Y Pattison

C Winters

K Lomas

C Berry

J Barlow

C Pearson

T Williams

D Mason

K Stokeld

OFFICERS' REPORT

The Officers present their report and accounts for the year ended 31 December 2017.

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 18 May 2018 and signed on its behalf.

K Stokeld Vice Chair 18 May 2018

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF NAPO

Opinion

We have audited the accounts of NAPO for the year ended 31 December 2017 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 2017 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

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

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

Other information

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

We have nothing to report in this regard.

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

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

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

Matters on which we are required to report by exception

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

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

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the accounts are not in agreement with the accounting records and returns; or

- certain disclosures of officers' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of Executive Committee

As explained more fully in the executive committee responsibilities statement, the executive committee are responsible for the preparation of the accounts and for being satisfied that they give a true and fair view, and for such internal control as the Executive Committee determines is necessary to enable the preparation of accounts that are free from material misstatement, whether due to fraud or error. In preparing the accounts, the executive committee are responsible for assessing the union's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the executive committee either intends to liquidate the union or to cease operations, or have no realistic alternative but to do so.

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

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

David Goodwin

(Senior Statutory Auditor)
Sturgess Hutchinson (Leicester) Limited
Accountants and Statutory Auditors
21 NEW WALK LEICESTER LE1 6TE

18 May 2018

NAPO
Income and Expenditure Account
for the year ended 31 December 2017

	Notes	2017 £	2016 £
Income from Subscriptions		1,139,681	1,153,712
Other Income	3	21,753	11,558
TUC Projects		65,408	55,328
Profit on the disposal of tangible fixed assets	4	1,966,608	-
		<u>3,193,450</u>	<u>1,220,598</u>
Staff costs		(757,473)	(790,072)
Staff recruitment, training and expenses		(25,551)	(22,846)
TUC Projects		(65,408)	(55,328)
Accommodation costs		(115,912)	(47,599)
Operating costs		(124,889)	(195,357)
Committee, conference & affiliation costs		(197,287)	(206,334)
Financial & legal costs		(31,335)	(30,133)
Branch expenditure		(62,367)	(98,534)
Surplus/(deficit) before taxation		<u>1,813,228</u>	<u>(225,605)</u>
Tax on surplus/(deficit)		(3,065)	(1,663)
Surplus/(deficit) for the financial year		<u>1,810,163</u>	<u>(227,268)</u>

NAPO**Balance Sheet
as at 31 December 2017**

	Notes	2017 £	2016 £
Fixed assets			
Tangible assets	6	5,762	115,702
Current assets			
Debtors	7	53,883	51,449
Cash at bank and in hand			
Branches		46,491	51,546
WULF Project Bank Account		669	12,494
Head Office		2,946,140	1,149,557
		<u>3,047,183</u>	<u>1,265,046</u>
Creditors: amounts falling due within one year	8	(59,284)	(97,099)
Net current assets		<u>2,987,899</u>	<u>1,167,947</u>
Net assets		<u>2,993,661</u>	<u>1,283,649</u>
Reserves			
Office Relocation Reserve		250,000	250,000
Special Aid Fund		6,717	24,843
Action Fund		55,530	55,530
NAPO Organising Fund		81,270	82,535
General Fund		2,600,144	870,741
		<u>2,993,661</u>	<u>1,283,649</u>

I Lawrence
General Secretary

K Stokeld
Vice Chair

Dated: 18 May 2018

NAPO
Movement of Funds Summary
for the year ended 31 December 2017

	General Fund	Office Relocation reserve	Legal & Representation Fund	Action Fund	NAPO Organising Fund	Total
	£	£	£	£	£	£
Income	3,193,450	-	-	-	385	3,193,835
Expenditure	(1,380,222)	-	(98,886)	-	(1,650)	(1,480,758)
Surplus/(deficit) for the year	1,813,228	-	(98,886)	-	(1,265)	1,713,077
Taxation	(3,065)	-	-	-	-	(3,065)
Net surplus/(deficit)	1,810,163	-	(98,886)	-	(1,265)	1,710,012
Transfer between funds	(80,760)	-	80,760	-	-	-
Net incoming resources	1,729,403	-	(18,126)	-	(1,265)	1,710,012
At 1 January 2017	870,741	250,000	24,843	55,530	82,535	1,283,649
At 31 December 2017	<u>2,600,144</u>	<u>250,000</u>	<u>6,717</u>	<u>55,530</u>	<u>81,270</u>	<u>2,993,661</u>

NAPO**Notes to the Accounts****for the year ended 31 December 2017****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
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.

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 2017****2 Audit information**

The audit report is unqualified.

Senior statutory auditor:	David Goodwin
Firm:	Sturgess Hutchinson (Leicester) Limited
Date of audit report:	18 May 2018

3 Other Income	2017	2016
	£	£
Interest receivable	15,327	8,313
Other income	6,426	3,245
	<u>21,753</u>	<u>11,558</u>

4 Sale of Property

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

The chargeable gain has been calculated at £1,605,963 which at the current corporation tax rate of 19.25% gives a potential tax charge of £309,148. This amount would be due on 30 September 2017 if the proceeds are not reinvested. A reduced amount would be due if the proceeds are partially reinvested.

5 Staff Costs	2017	2016
	£	£
Wages and salaries	627,349	663,875
Social Security costs	65,531	69,412
Other Pension costs	64,593	56,785
	<u>757,473</u>	<u>790,072</u>

General Secretary	2017	2016
	£	£
Wages and salaries	71,831	70,924
Social Security costs	8,788	8,668
Other Pension costs	1,503	1,500
	<u>82,122</u>	<u>81,092</u>

NAPO
Notes to the Accounts
for the year ended 31 December 2017

6 Tangible fixed assets

	Freehold land and buildings £	Computer equipment & software £	Total £
Cost			
At 1 January 2017	205,339	8,995	214,334
Disposals	(205,339)	-	(205,339)
At 31 December 2017	<u>-</u>	<u>8,995</u>	<u>8,995</u>
Depreciation			
At 1 January 2017	97,320	1,312	98,632
Charge for the year	-	1,921	1,921
On disposals	(97,320)	-	(97,320)
At 31 December 2017	<u>-</u>	<u>3,233</u>	<u>3,233</u>
Net book value			
At 1 January 2017	<u>108,019</u>	<u>7,683</u>	<u>115,702</u>
At 31 December 2017	<u>-</u>	<u>5,762</u>	<u>5,762</u>

7 Debtors

	2017 £	2016 £
Trade debtors	32,073	33,201
Prepayments	15,348	13,572
Other debtors	6,462	4,676
	<u>53,883</u>	<u>51,449</u>

8 Creditors: amounts falling due within one year

	2017 £	2016 £
Taxation and social security costs	3,065	1,663
Other creditors	56,219	95,436
	<u>59,284</u>	<u>97,099</u>

NAPO
Notes to the Accounts
for the year ended 31 December 2017

9 Movement of Funds

Office Relocation Reserve Fund

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

Legal and Representation Fund

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

Action Fund

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

10 Pension commitments

The union operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the union, in an independently administered fund. The pension cost charge represents contributions payable by the union to the fund and amounted to £64,593 (2016 - £56,785). 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 2017**

	2017	2016
	£	£
Membership Subscriptions	1,139,681	1,153,712
Bank Deposit Interest	15,327	8,313
TUC ULR Project	65,408	55,328
Profit on sale of land and buildings	1,966,608	-
Sundry Income	2,047	814
	<u>3,189,071</u>	<u>1,218,167</u>
Staff costs		
Salaries, Pension, National Ins	757,473	790,072
Staff Training	9,006	5,156
Staff Expenses	16,545	17,690
	<u>783,024</u>	<u>812,918</u>
TUC ULR Project	<u>65,408</u>	<u>55,328</u>
Accommodation costs		
Rates, Light & Heat	16,536	24,203
Repairs & Renewals of Building	-	13,727
Rent & Service Charge	95,110	-
Insurance	2,235	6,553
Professional Indemnity Insurance	1,893	1,884
Sundry	138	1,232
	<u>115,912</u>	<u>47,599</u>
Operating costs		
Print, Stationery & Equipment	8,736	21,549
Reference Books & Papers	-	190
Postage	8,571	12,682
Office Move	11,689	11,552
Telephone	6,459	19,533
	<u>35,455</u>	<u>65,506</u>
Computer Equipment & Support	54,399	76,522
Cost of Publications	33,114	36,728
Loss on Disposal of Fixed Assets	-	11,182
Depreciation	1,921	5,419
	<u>89,434</u>	<u>129,851</u>

NAPO**National Office Detailed Income and Expenditure Account
for the year ended 31 December 2017****Committee, Conference &
Branch Costs**

Committee Expenses	50,330	47,125
Cost of Conferences	73,757	55,785
Branch Grant	41,918	58,424
Branch Conference Funding	11,017	28,355
Branch Training	204	7,091
Health & Safety Training	2,036	126
Members Service (Parliament Hill)	6,600	5,620
P&L Adjustment	(1,312)	-
Consultancy	4,644	-
Membership Recruitment	4,087	8,532
	<u>193,281</u>	<u>211,058</u>

Subscriptions & Affiliations

TUC Fees	14,619	18,528
Other Fees	2,558	2,386
GFTU Fees	5,167	6,221
	<u>22,344</u>	<u>27,135</u>

Edridge Donation	17,457	10,000
Autonomous Groups	-	(3,741)
General Donations	-	50
	<u>17,457</u>	<u>6,309</u>

Campaign/Media/Parliamentary Work	10,974	20,033
TR Settlement	-	20,516
Ballot	6,166	8,062
	<u>17,140</u>	<u>48,611</u>

Financial Costs

Audit Fee	10,500	10,500
Bank Charges	8,417	4,638
Legal & Professional Fees	12,418	14,995
	<u>31,335</u>	<u>30,133</u>

	<u>(1,370,790)</u>	<u>(1,434,448)</u>
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National Office Surplus before taxation	1,818,281	(216,281)
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Less: Branch Office Deficit	(5,054)	(6,953)
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Total Surplus before taxation	<u>1,813,227</u>	<u>(223,234)</u>
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NAPO**Branches - Detailed Income and Expenditure Account
for the year ended 31 December 2017**

	2017		2016
	£		£
Grants from National Office	41,918		58,424
Hardship Grant	1,600		1,200
Conference Funding from National Office	11,017		28,355
Individual Contributions	575		1,115
Members Account	2,647		-
Donations	-		250
Loan	-		2,371
Sundry Income	1,156		1,066
	<u>58,913</u>		<u>92,781</u>
Branch Expenses			
Expenses of Other Officials	15,588	12,921	
Printing, Postage & Stationery	234	143	
Branch Meetings	8,261	10,202	
Bank Charges	546	313	
Training	2,163	8,896	
Donations	1,063	3,870	
Transfer to Organising Fund (Leicestershire & Rutland AC)	385	-	
Cost of Annual & Branch Conference	32,101	58,226	
Member Account	42	-	
Other Branch Expenses	3,584	5,163	
	<u>63,967</u>		<u>99,734</u>
Surplus before taxation	<u>(5,054)</u>		<u>(6,953)</u>
Charged to General Fund	62,367		98,534
Charged to Hardship Fund	-		-
Transfer from NAPO Organising Fund	1,600		1,200
	<u>63,967</u>		<u>99,734</u>

NAPO**Publications Account
for the year ended 31 December 2017**

	2017		2016
	£		£
Cost of Publications			
Printing Newsletter	10,877		16,645
Probation Journal	62,343		62,324
CAFCASS Journal	2,500		2,256
Postage - Newsletter & Journal	317		2,143
	<u>76,037</u>		<u>83,368</u>
Less:			
Inserts Journal & Newsletter	-		(960)
Income from other publications			
Royalties Probation Journal	42,623		45,680
Sundry Publications	<u>300</u>		<u>-</u>
	(42,923)		(45,680)
Total cost of Publications	<u>33,114</u>		<u>36,728</u>

NAPO**Conference Account
for the year ended 31 December 2017**

		2017		2016
		£		£
Cost of Annual Conference	72,812		57,980	
Less: Registration Fees	(12,568)		(10,576)	
Net Cost of Annual Conference		60,244		47,404
Cost of Family Court Conference	4,041		5,075	
Less: Registration Fees	(90)		-	
Net Cost of Family Court Conference		3,951		5,075
Women in NAPO Conference	6,887		-	
Less: Registration Fees	(2,980)		-	
Net Cost of Women in NAPO Conference		3,907		-
Cost of PSO Conference	5,815		1,832	
Less: Registration Fees	(636)		-	
Net Cost of PSO Conference		5,179		1,832
TUC Conferences	635		583	
Other Project Income	(159)		(45)	
Health & Safety				
Forum/Conference	-		207	
National Black Network	-		729	
Total Cost of Other Conferences		476		1,474
Total cost of Conferences		73,757		55,785



List of common abbreviations

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
 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	T&S – Travel and Subsistence
NEC – National Executive Committee	TUC – Trades Union Congress
NNC – National Negotiating Council	TUCG – Trade Union Coordinating Group
NOMS – National Offender Management Service	TUPE – Transfer of Undertakings (Protection of Employment)
NPC – National Partnership Committee	TUO – Trade Union Organisation
NPS – National Probation Service	UHSS – Union Health & Safety Specialists
NVQ – National Vocational Qualification	ULR – Union Learning Rep
OASys-R – Offender Assessment System-Revised	ULF – Union Learning Fund
OFF - Officer	VQ3/5 – Vocational Qualification Level 3/5
OFSTED – Office for Standards in Education, Children’s Services and Skills	WiN – Women in Napo
OM – Offender Management/Manager	WSW – Women Safety Worker
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	
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	
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	

