

Annual Report and Constitution

2016/2017

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List of Abbreviations frequently used in the Annual Report

ABPO – Association of Black Probation Officers
ACAS - Advisory, Conciliation and Arbitration Service
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
DAWN – Disability Advocacy Wellbeing Network
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
G4S – Group 4 Securicor, private company
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
HDC – Home Detention Curfew
HEI – Higher Education Institutions
HMCS – Her Majesty's Court Service
HMPPS – Her Majesty's Prison and Probation Service
HR – Human Resources
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
MARAC - Multi-agency Risk Assessment Conference
MASH - Multi-Agency Safeguarding Hub
MIAM - mediation information and assessment meetings
MP – Member of Parliament
MoJ – Ministry of Justice
NAAPS – National Association of Asian Probation Staff
nDelius – National DELIUS (Delivering Information to Users)
NDSN – National Disabled Staff Network
NEC – National Executive Committee
NNC – National Negotiating Council
NOMS – National Offender Management Service
NPC – National Partnership Committee
NPS – National Probation Service
NVQ – National Vocational Qualification
OASys-R – Offender Assessment System- Revised
OFF - Officer
OFSTED – Office for Standards in Education, Children’s Services and Skills
OM – Offender Management/Manager
PA – Probation Association
PAM – Professional Associate Member
PbR – Payment by Results
PCA – Probation Chiefs Association
PCC – Police and Crime Commissioner
PCF – Probation Consultative Forum
PCS – Public and Commercial Services union
PI – Probation Institute
PIPP – Pride in Prison and Probation
PO – Probation Officer
POA – Prison Officers Association
PQAB – Probation Qualifications Assurance Board
PQF – Probation Qualifications Framework
PSLG – Public Service Liaison Group

PSO – Probation Service Officer
PSQAP – Professional Standards and Qualifications Advisory Panel
PTLA – Pathways to Learning for All
RISE – Racial Inclusion and Striving for Equality
RSR - Risk of Serious Recidivism (risk assessment tool)
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
SSCL – Shared Services Connected Limited
SW – Social Work
TR – Transforming Rehabilitation
TRCF – Transforming Rehabilitation Consultative Forum
T&S – Travel and Subsistence
TUC – Trades Union Congress
TUCG – Trade Union Coordinating Group
TUPE – Transfer of Undertakings (Protection of Employment)
TUO – Trade Union Organisation
UHSS – Union Health & Safety Specialists
ULR – Union Learning Rep
ULF – Union Learning Fund
VQ3/5 – Vocational Qualification Level 3/5
WiN – Women in Napo
WSW – Women Safety Worker

Introduction

Napo - moving forward with confidence

People from other trade unions often ask me how we have managed to survive the storm that I spoke of in last year's annual report.

It's a reasonable enough question given the multitude of serious challenges to our very existence that we have faced over the last four years. Our work this year has been as testing as usual, but in addition we made a landmark departure from our former Chivalry Road Headquarters into modernised accommodation within the PCS premises at Clapham Junction which are more befitting to the needs of a modern day trade union.

The improved flexibility that has resulted from the staff group's regular interaction is just one of the benefits for our members. It was a successful project that took just twelve months from drawing board to arrival at 160 Falcon Road, and it was also a smart move financially. It sent a powerful signal to those who would love to see us fail, that we are still here and still in the business of speaking up for our members and demonstrating the importance of their particular profession to society in general.

The challenge for Napo is the same one that every trade union faces, to arrest the decline in numbers mainly caused by the retirement of members and in our case those who have left the probation service post-privatisation. Following the re-engagement strategy that has this year seen Officers and Officials and HQ staff visiting as many workplaces as was possible, and attending the vast majority of Branch AGM'S, a lot of hard work and thought has gone into mapping out a strategic plan for growth which has been endorsed by the National Executive Committee (NEC). But it's not simply about adding numbers, as we also need to look at how we communicate with our members and support our representatives in the vital role that they undertake across the 24 employers where we operate. I expect that this will be among the key issues for discussion at Nottingham in what is a diverse agenda which reflects the issues and huge pressures faced by our members.

Napo's operational plan will give you a more comprehensive account of the specific work that we have undertaken this year on your behalf, in a landscape which is the most difficult that this union and professional association has ever faced in its history. The Officers and Officials will be pleased to answer your questions about this in the accountability sessions.

The choice for Napo members is to accept the events that will lead to irreversible decline, or face the challenges ahead with confidence that we can achieve some renewal. For my part, I hope to continue working with you over the coming years to help lead our efforts in this respect.

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

Ian Lawrence
General Secretary

Annual Report

National Executive Committee

Officers:	Yvonne Pattison and Chris Winters (National Co-Chairs), Katie Lomas, Tina Williams, Chas Berry and Jay Barlow (National Vice-Chairs) and Chris Pearson (Vice-Chair Finance)
Branch:	Each branch is entitled to send one of its two elected
Representatives:	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)

1. **Meetings.** The NEC has met three times since the last annual report was written: in November of 2016 and in June, and August of 2017. 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. Unfortunately, the NEC was looking to be inquorate for September 2016 and March 2017 and these meetings were cancelled.
2. **Officers.** Napo's officers for the year 2016-17 were: Yvonne Pattison and Chris Winters (East Coast) National Co-Chairs, Katie Lomas (West Yorkshire), Tina Williams (Hampshire and Isle of Wight), and Chas Berry (Kent Surrey and Sussex) Vice-Chairs (Probation), Jay Barlow (Family Court Section) Cafcass Vice-Chair and Chris Pearson, 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.** Shireena Suleman, Administrator, returned from maternity leave in January. Staff moved from Chivalry Road to 160 Falcon Road (nearby) in January 2017.
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 2016 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:
 - **Napo Cymru, South Southwestern and Western:** over failure to adhere to EVR Scheme initially, then over failure to negotiate meaningfully over a range of collective bargaining issues.
 - **Staffordshire and West Midlands:** in dispute with CRC over workloads and estates management.

- **South Yorkshire:** in dispute with Sodexo about interview booths and both in NPS and CRC over workloads.
 - **Kent Surrey & Sussex:** in dispute with CRC on failing to recognise Management of Change procedure in relation to redundancy proposals. (No dismissals, but change of contracts). Dispute had been referred to Joint Secretaries, and subsequently withdrawn pending meetings with the Employer.
 - **East Anglia:** Workloads in NPS division.
 - **Family Court Section** – remained in an ongoing dispute over Workloads.
7. **Motions.** Category C motions (if passed by NEC become policy), were passed on:-
- Refreshing the relationship between NEC and the Staff Networks
8. **Operational Plan and Strategic Objectives.** The November meeting of the NEC agreed Napo's operational Plan 2017 and it was sent to branches in NEC01/2017. 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. **Napo – A strategy for Growth.** The NEC has now had three opportunities to consider the developing strategic plan: Napo - A strategy for growth.
10. The initial paper outlining the plan was shared with Napo Branches and members mid-summer. The August NEC meeting endorsed the request for an initial funding source to allow for further research into a number of sub-projects including a review of Napo's ICT requirements, member engagement and communications, all to be under the scrutiny of Napo's Finance Sub-Committee. This work will be the subject of a report to the November NEC.
11. **General Federation of Trade Unions.** Napo remains an affiliate of the GFTU. The GFTU's Educational Trust provides extensive training opportunities and many Napo members attend courses during the year. The General Secretary and Yvonne Pattison (National Co-Chair) were again elected to the GFTU Executive Committee.
12. **Trade Union Coordinating Group.** Napo also remains an affiliate of the TUCG which represents the views and concerns of 10 trade unions including Napo. It organises a range of seminars and events (around the Trade Union Bill this year) including two fringe meetings at TUC Congress. Napo continues to receive regular support and briefings from the Parliamentary Coordinator for the TUCG.
13. **Trade Union Congress (TUC).** Congress 2016 took place in Brighton. Napo's motions entitled 'Austerity undermining most vulnerable in society' and 'Evidence based decision making in the Criminal Justice System' were carried.
14. Napo's delegation to Congress consisted of National Co-Chair Yvonne Pattison and General Secretary Ian Lawrence. A full report of Congress was provided in Napo Quarterly.
15. 2017 Congress is taking place in Brighton again and Napo is submitting motions entitled 'Probation crisis' and 'Probation Inspection and professional standards'.

16. **TUC Women's Conference.** Napo's delegation included Katie Lomas (National Vice-Chair) and Denice James (Western). Napo submitted a motion entitled 'Impact of probation privatisation'.
17. **TUC Black Workers Conference.** Napo's delegation included Urfan Amar (East Anglia) and Angela Carty (Thames Valley). Napo was unfortunately not able to submit a motion for this conference.
18. **TUC Disabled Workers' Conference.** Napo's delegation included Ikki Bhogal (West Yorkshire) and Richard Clarke (London). Napo was unfortunately not able to submit a motion for this conference.
19. **TUC Lesbian Gay Bisexual and Trans Conference (LGB&T).** Napo's delegation included Ranjit Singh (National Official). Napo was unfortunately not able to submit a motion for this conference.

Cafcass Negotiating Committee

Members:	Peter Brooks (Cafcass London) Martin Collins (Cafcass North area) Sue Hassall (Cafcass East Midlands) Steve Hornby (Cafcass North area) FCS Co-Chair Nicola Kenney (Cafcass Central area) FCS Co-Chair
Officer:	Jay Barlow (Vice-Chair Cafcass)
Official:	Dean Rogers (Assistant General Secretary)
Administrator:	Cynthia Griffith

20. **Membership.** In accordance with the Napo Constitution the Committee was elected at the Family Court Section AGM which was held on 9th March 2017 in Manchester. 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.
21. **Meetings.** The Committee has met on two occasions in February and May at the time of writing, We have also held a very recent meeting by Skype. There was a two days strategic planning meeting held in November 2016 which was also attended by members of the Cafcass Section Executive Committee and the Family Court Committee.
22. 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.
23. 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.
24. There has been one pay meeting at which Cafcass agreed to a Strategic Pay Review. This still needs progression and is now a priority. There was a difficulty with last year's pay increase in that it put a very small group of members on a slightly higher salary in a position whereby a slight increase in pay would have put them into the next pension contribution banding and resulted in a net loss overall . This was eventually resolved fully when pension contributions were revised earlier this year.

25. 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. Cafcass acknowledge the issue and secured extra funding to recruit approximately 34 new FCA posts. It is not known at this point where all of the posts will be allocated. What is known is that several areas are experiencing difficulty in recruiting staff. New arrangements have commenced to seek to improve the flow of potential applicants including a move to accept CVs rather than a job application form. Forward recruitment and online referencing speed up the process of new staff joining once they have been appointed. 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.
26. Napo shared the findings of the Survey Monkey circulated on time off in lieu and working hours. This showed that on average, over 9 hours per week are worked by FCAs. The survey also highlighted the confusion as to what is flexible working and when time off in lieu should be requested and when overtime payments should be claimed.
27. The workload measurement tool has been amended twice in the last year. On each occasion the points are adjusted and most staff have seen their workload moved down a banding (eg from high red to high amber). Napo believes that the tool is no longer a reasonable indication of an FCA's workload.
28. We are supporting members who are told not to work over their contracted hours and of the National Improvement team being brought in to work with FCAs on "time management". This is done in a piecemeal manner looking at one case at a time when the reality is that FCAs are "fire - fighting" on a regular basis and having to constantly re-prioritise tasks on a high and demanding caseload.
29. Alongside this is the assumption that staff are able to work flexibly wherever they are with high specification laptops and phones. This is not always reality. A document recently released in the public arena (but not to Napo reps) suggested various efficiency savings which Napo did not consider would necessarily save practitioner's time. Although Cafcass are recruiting, staff are still under significant pressure due to increased demand.
30. **Recruitment Campaign.** Whilst we acknowledge that recruitment to Napo is of vital importance, the Family Court Section have experienced difficulty in this, 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).
31. **Emergency Motion from AGM 2016.** The Cafcass Section proposed an emergency motion which was passed last year. This was with regard to the Government Social Work Bill which included a clause to allow Local Authorities to opt out of their statutory duties to children (including child protection). The motion mandated Napo to join the Together for Children campaign which was working towards having the clause removed. We did this and the end outcome was that the clause in the bill was defeated.
32. Cafcass paid travel expenses this year for members attending the Family Court Conference.

Campaigning Committee

Members:	Anne Burrell (Thames Valley) Jill Narin (South Southwestern) Guy Tilbury (Kent Surrey & Sussex) Terry Wilson (London) Committee Chair
Officer:	Tina Williams (National Vice-Chair)
Official:	Tania Bassett (National Official)
Administrator:	Taytula Burke

33. The Committee met twice in the year and communicated via email meantime. The make-up of the Committee changed with Terry Wilson and Jill Narin new additions. Despite the newcomers, the Committee remained small in number given the following year's departures.
34. Due to financial constraints and to enable as many members to participate in committee meetings as possible, various means of communication and meeting arrangements were discussed. It was agreed that:
- The Link Officer would set up a social media page to enable members to access Campaigning Committee information.
 - Secure electronic messaging services to be used to communicate regularly, hold meetings and share information.
 - Contact via any method to be a minimum of monthly.
 - The Link Officer to prepare a briefing on Campaigning Committee information and plans for Napo Quarterly.
35. **AGM Resolutions.** The Committee has been working to progress and complete resolutions it was allocated following the 2016 AGM.

TR Not Working.

36. Although widely predicted, it has become clearly evident it's not working. One of the key strategies was for members to attend their local MP surgery to further emphasise the failure of this policy. A model letter was also drafted and members were encouraged to customise and send to their local MP.
37. It is unclear how many actually attended their local constituency and discussed the failings of TR. Whilst it was a valid approach, it is difficult to measure its success and we will need to explore new ways of bringing home this message in the future.
38. The aim will be to continue to pile on the pressure and new motions are being proposed at this AGM to further highlight the failings of both Through the Gate and post sentence supervision licences.

Workload Campaign.

39. Napo HQ's Recruitment Working Group is leading on this campaign and has a timetable and action plan in place.
40. To coincide with Workers Memorial Day the workload campaign was launched. Flyers and publicity material were sent out to branches and various photo opportunities were recorded and posted on social media.

41. It has been difficult to judge its success at this stage. The snap election and confusion around whether NPS staff could be involved in the campaign due to restrictions on political involvement created a case for concern. This was resolved at the last minute and NPS staff were allowed to engage in the campaign, nonetheless it did appear to impact on the number of members taking part.
42. The workload campaign will continue and changes to the workload management tool are due for discussion in the JNC later on this year. Again assessing the effectiveness of this strategy is difficult given the current way we organise. Therefore we will need to look at ways of testing out new approaches to campaigning generally.

TR Reversal and Jeremy Corbyn.

43. Committee discussions noted that Napo is not politically affiliated to any Party and could not do so whilst we are also a Professional Association. Thus, planned actions centred on support for any campaign that would seek to reinstate a National Service, which is more likely to be run by the Labour Party led by Jeremy Corbyn. As such, actions include:

- The Link Official to make representations to the Trade Union Co-ordinating Group (TUCG) to at least look at lobbying to bring failing CRC contracts back under public control.
- The Link Official to request a supporting statement from the Shadow Justice Team
- The Committee Vice-Chair to set up a relevant social media page.

44. **Parliamentary Campaigns.** Alongside the resolutions passed at AGM 2016, Napo has engaged with the following activities over the last 12 months:

45. Napo has worked hard on its parliamentary campaign in the last year. Numerous briefings have been provided to the Justice Unions Family Court Parliamentary Group, chaired by Liz Saville-Roberts MP. These include: Proposed changes to the operation and effectiveness of CRCs, a briefing on MTC Novo and Purple Futures and Workloads.

46. Alongside this we have met with members of the Justice Select Committee which led to Ian Lawrence, General Secretary providing verbal evidence to the Justice Select Committee in March about the effectiveness and concerns about probation delivery. We are hopeful that this may lead to a full inquiry by the committee. Unfortunately due to the snap election the Committee's work was halted. Whilst Napo is pleased that Bob Neil MP has been re-elected as Chair and can provide consistency in the Committee, other members have not yet been elected at the date of this report. It is therefore unlikely that Committee will begin any work before October 2017.

47. Carolyn Harris MP has shown her support for Napo by attending the WiN conference this year. She has also committed to trying to get a Westminster Hall debate when parliament returns in September. She has also embarked on a campaign to raise awareness of women in the justice system which Napo will be supporting and providing briefings for. Napo will also be providing Carolyn with a number of parliamentary questions on probation and women.

48. When the general election was called, Napo provided all parties with a copy of our manifesto demands. The Labour adopted all of our policy proposals which highlights their support for a full review of the probation service and a commitment to working with Napo to try to rebuild the service.

49. Since the last Annual Report there has been little progress on the Probation System Review. The payment mechanisms have been adjusted. At the time of writing Napo has learnt that this has been done via two payment uplifts. The first coming to a total of £22 million, but the more recent one appears to be significantly higher, with London receiving £36 million alone. Other parts of the review were put on hold during purdah. It is believed it will be further delayed during recess and whilst the new Minister reviews the work that has been done so far. We will continue to put pressure on the Ministry of Justice to be transparent about this process and to provide Napo with a full copy of the report.

Editorial Board Probation Journal

Members: Nicola Carr (University of Nottingham) Editor
Emma Cluley (Cheshire and Greater Manchester) Managing Editor
Lol Burke (Merseyside) (Former Editor, Resigned 2016)
Steve Collett (Merseyside/Retired)
Jackie Craissati (Psychological Approaches) (Co-opted 2017)
Olivia Henry (Western)
Peter Marston (Cumbria and Lancashire) Book Review Editor
Shelly-Anne McDermott (London)
Fergus McNeill (University of Glasgow)
Jake Phillips (Sheffield Hallam University)
David Raho (London)
Gwen Robinson (University of Sheffield) (Co-opted 2016)
Robin Tuddenham (Resigned 2016)

Officer: Chris Pearson (Vice Chair Finance)

50. **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. Lol Burke resigned as editor at the end of December 2016 after ten years in which he made a great contribution in this role. Nicola Carr took on the editorship at the start of 2017.

51. Usage

- There were 42,002 total downloads of PJ articles in 2016, which is a decrease from previous years. However, 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.
- In 2016 (Jan - July) there have been 47,594 total downloads. This figure is comparable with the previous year's figure at the same point in time, when there were 50,409 total downloads by July.
- The most downloaded article in 2015 was 'Outside the outsiders: Media representations of drug use' with 2,546 downloads. (* 2016/17 figures are awaited from the publishers)

52. **Sage Partnership.** The relationship with Sage Publications remains extremely positive and regular meetings are held with Sage's production team. Sage actively promotes the Journal both nationally and internationally and has given it access to markets which it would be difficult to reach without an internationally respected publisher. It is already read in more than two dozen countries worldwide, and the income and profile of the Journal has continued to increase as a result of Sage's international marketing. There were 93,849 visits to the Probation Journal web-page in 2015 from 169 countries. The net royalty earned by the Probation Journal in 2015 was £40,740 and in 2016 £45,680.

53. **Board Meetings and Board Composition.** The editorial board continues to meet every three months and remains a very strong and highly committed team. Two long-standing members of the Board, Lol Burke and Robin Tuddenham resigned in 2016 and two further members have been co-opted to the board (Gwen Robinson and Jackie Craisatti). There is a decent 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. In 2016 we established a reconstituted International Advisory Board consisting 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.
54. **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.
55. 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: Desistance, Approved Premises, Housing, Work with Young Adults, Suicide, the Offender Personality Disorder Pathway, and the experiences of newly qualified practitioners.
56. The best paper prize for 2016 was awarded to Sarah Anderson for her paper: 'The Value of Bearing Witness to Desistance'. This was formally announced in the June 2017 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.
57. In September 2017 we will publish a special issue on: *Technologies of Crime, Control and Change*, which contains contributions on: Digital Justice; Probation Practice and Technologies; Electronic Monitoring and Digital Prisons. Our special edition in 2018 will focus on: *Punishment, Sentencing and Probation*.
58. The Journal continues to be committed to engaging with practitioners and the issues that concern them. The practitioner response section of the journal continues to be an important part of this strategy and appears to have been well received by practitioners.
59. **Issues in Community and Criminal Justice.** The ICCJ is edited by Steve Collett (Series Editor) and Emma Cluley (Managing Editor) and overseen by the full Journal Editorial Board. Two ICCJ issues have been commissioned and are due to be published in 2017 and 2018. The first is on the topic of ex-offenders as mentors, volunteers and employees within probation and the second issue will explore the development of a joint learning partnership between a university and people subject to both community and post-custodial supervision.
60. **Concluding Comments.** The Probation Journal continues to reflect and enhance Napo's reputation as a professional association to good effect. The main objective of the editorial board over the coming year is, as ever, to meet the needs of the Journal's diverse readership with high quality and accessible papers. It aims to link research and theory to the realities of practice, and to cast an informed and critical light on the rapid changes affecting the criminal justice system. The editorial board welcomes comments, suggestions and submissions, and is always willing to discuss submissions with potential authors.

Equal Rights Committee

Members:	Patricia Johnson
Officer:	Katie Lomas
Official:	Ranjit Singh (National Official)
Administrator:	Shireena Suleman

61. It has not been possible for the committee to meet this year. However, action has been taken by the link official to complete and fulfil the Equal Rights Committee' obligations.
62. **Resolutions from AGM 2016:** One motion was allocated to Equal Rights Committee from AGM 2016. The motion was on Hidden disabilities.
63. **Hidden Disabilities:** The motion requested that Napo develop a campaign around Hidden disabilities. Ranjit Singh the Link National Official has met with the TUC to discuss the issue of Hidden Disabilities. Meetings have also taken place with the head of equalities at the CWU. The CWU has undertaken extensive work on this issue.
64. To fulfil the aims of this motion and to further help raise awareness of hidden disabilities. An edition of Napo Quarterly (NQ6) was dedicated to disability and it included a number of articles on living with a hidden disability. In addition, a factsheet has been produced on hidden disabilities and in the run up to AGM in 2017 a hidden disability week will commence. As part of this awareness raising event members will be emailed daily with a factsheet about a different hidden disability.
65. **NEC and Equality Representation:** The NEC approved a motion to enable the AGM to discuss widening diversity representation on the NEC. If this motion is approved and the associated constitutional amendment it will allow for reserved seats on the NEC for Black, Disabled and LGBT+ members.
66. **Race:** The link Official has held meetings with the chair of the new NPS staff network covering race issues (RISE) and the Chair of Association of Black Probation Officers (ABPO). Napo, Rise and ABPO are exploring ways to work collaboratively and to explore ways all three organisations can support each other to raise issues of race.
67. **LGBT+:** The link Official has held meetings with the chair of the new NPS staff network covering LGBT+ issues (PiPP) and the chair of LAGIP. Discussions are well advanced to hold a joint conference that includes all three organisations.
68. **Disability:** Work is being undertaken to address the systemic Assistive Technology issues in the NPS and the CRCs. The link Officer and Official attend meeting with the NPS AT improvement group and a similar group has been set up to look into the issue in the 6 Sodexo CRCs.
69. **Women in Napo.** Napo has done a lot in the last year to raise the profile of issues that concern our women members.

70. On 8 March, International Women's Day, we asked members to pose with #MaternityRightsMatters selfie boards in a bid to highlight the unfair differences there was between maternity policies available to NPS employees and their civil service colleagues at HMPPS. Members then took to Twitter to show their support. Later in the month, after months of delay in implementing these policies, HMPPs finally agreed to apply the family leave package. Napo had been alone amongst the recognised trade union in pushing consistency since before the split for the NPS to apply these improved terms for all staff working in the NPS.
71. The March edition of Napo Quarterly focused on women's rights. With articles on women in custody, women's health matters – the menopause and work, an interview with a leading women trade unionist, an article on women in the criminal justice system and another article updating on the Napo campaign for harmonisation of family friendly policies including maternity leave package.
72. In June we held the bi-annual Women in Napo conference. Members arriving the night before the conference watched 'Going through the Change' a film featuring local activist Brenda Procter highlighting the activities of women during the miners' strike in 1984/85 and how these women have been the inspiration and support for women involved in subsequent disputes. The film was both moving and empowering and set the tone for the following day.
73. Women in Napo conference speakers included Carolyn Harris MP on the impact incarcerating women had on their families and wider society. Dame Glenys Stacey, HM Chief Inspector of Probation who spoke about the recent thematic inspection on women which highlighted that service provision had deteriorated since the outsourcing of probation through the TR programme. There were workshops around professional issues and trade union organising for our women members. The conference ended with a panel discussion on women's occupational health concentrating on Napo's 2016 survey.
74. Napo health and safety committee have focused on women's occupational health, particularly around the menopause - about which it has written a useful guide on how to cope with any symptoms that may impact on work.
75. We were successful in getting HMPSS to their review their equality impact assessment of the new Attendance Management policy to take into consideration women's reproductive health beyond foetal protection. Work on this is ongoing to ensure that such issues are reflected not only in the equality assessment but also in the associated guidance policies and if necessary in the policy itself.
76. **Additional statement for Equal rights section.** Equal Rights Committee has overall responsibility for the development and governance of all issues relating to equality and diversity in Napo. Its work over the past year is included in it's the Equal Rights Section of the Annual report and as such need not be repeated here.

Family Court Committee

Members:	Olivia Fitch (East Midlands) Committee Co-Chair Paul Walker (West Midlands) Committee Co-Chair Paul Henry (East Midlands) Ruth Fields (West Midlands) Sheila Mosley (East Midlands) 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)
Official:	Sarah Friday (National Official)
Administrator:	Jacqui Paryag

77. The Family Court Committee have met on three occasions during this committee year. It has shared meetings with Cafcass Negotiating Committee and with the Cafcass Section Executive Committee on occasion in order to save travelling costs and meeting room costs as there is an overlap in some attendees and issues.
78. Following the Special AGM in March, the Family Court Committee reconvened and was able to focus on the major task of organising the annual professional conference. Given the current climate of ever increasing workloads, limitations on facility time and budgetary restrictions, this was no mean feat.
79. This year it was decided to hold the professional conference back to back with the Women in Napo conference at Yarnfield Conference Centre, Stone Staffordshire. It was hoped that this might encourage members to attend both conferences and we were delighted to welcome probation colleagues to the Family Court Conference.
80. Due to restrictions on the Travel and Subsistence budget, the situation regarding members' expenses was unclear which made planning and organising for the conference quite challenging. We were pleased to find that Cafcass agreed to pay members' travel to the professional conference which helped make it a success and in total about 50 people attended which included members, speakers, workshop leaders and guests.
81. The theme of the conference this year was "Modern Day Challenges," which looked at some of the complex topical issues facing practitioners today. We were delighted to welcome back the Leicestershire Crime Directorate who gave an excellent presentation on Modern Day Slavery. The issue of radicalisation was addressed in a number of ways; Principal Lawyer Penny Logan from Cafcass Legal gave an overview of the legal issues from a Family Court perspective.
82. Social Worker Leethan Bartomolew and Tracey Thomas led discussions around the Prevent Agenda and Head Teacher Sarah Hewitt-Clarkson gave a fascinating account of addressing radicalization in schools.
83. Further workshops were held on working with victims of Child Sexual Abuse (National Working Group) and on Asylum Seekers and Young People (Sheila Mosley and Alison Birch-After 18 Project.) Overall it was a stimulating and thought provoking day which provided a welcome opportunity to meet up with colleagues and reflect on the work that we do.

84. The Family Court Journal was re-launched in December 2015 and 2 issues have been produced so far. Articles covered included issues such as:-
- Autism
 - Litigants in person
 - Access to courts with regarding stalking cases
 - Practitioners articles on working overseas, including Uganda and Palestine; teens leaving care; forced marriage; eating disorders; DV presented through theatre; judicial conciliation in private law; plus a range of short pieces on research, news and cases.
85. The next issue will include major articles on domestic abuse & gender bias; child obesity; and parental alienation. The Napo survey regarding supervision only received limited responses but we are looking to see how that can be progressed. We will also be looking at an article to include the issues raised at the recent Family Court Conference. Our thanks to the journal editors Brian Kirby and John Mallinson.
86. Thanks are extended to Committee members for their hard work and support and in particular to Jacqui Paryag for her administrative support and organisations skills.
87. If any Family Court Section members are interested in the work of the Committee, particularly with a view to organising the professional conference next year, please join the Committee.

Health and Safety Committee

Members:	Dave Adams (The Mercia) Martin Bull (Staffordshire West Midlands) Samantha Clark (Cheshire & Greater Manchester) Amanda Fisher (West Yorkshire) Nicki Kenney (Family Court Section) Sue O'Mahoney (Kent, Surrey & Sussex) Rosa Richardson (East Anglia) Lisa Stubbs (Hampshire & Isle of Wight)
Officer:	Tina Williams (National Vice-Chair)
Official:	Sarah Friday (National Official)
Administrator:	Shireena Suleman

88. The Committee met in January and June (on this occasion meeting remotely), it has a full complement of representatives and they are a balance of new and more experienced reps from NPS, CRC and Cafcass.
89. January saw a change of administrator for the Committee. After many years of loyal service in advancing the cause of health and safety rights for Napo members, Margaret Pearce moved onto new responsibilities within the union. We thanked Margaret for her help and welcomed Shireena Suleman into the role. Shireena is also administrator for Women in Napo and as the Committee places a high focus on women's occupational health the two areas of responsibility for Shireena should sit well together and will be of benefit to Napo members.

AGM Motions

90. Women's Health Matters

91. This resolution called on Napo to highlight the problems some women experience in coping with menopausal symptoms at work.
92. In connection with this we wrote a guidance bulletin for members on the menopause at work and included in this findings from Napo Members Women's Health Survey 2016. This survey was carried out by health psychology researchers from King's College London and was designed to gain further insight into women's health and well-being particularly women's premenstrual experiences and the menopause.
93. Our work with these academics began in 2015, and is ongoing:
- Professor Myra Hunter from Kings College London spoke at the Women in Napo conference in June about the 2016 survey results and the menopause as an occupational health issue.
 - The academics will now work with us to develop intervention/training for our representatives to increase their awareness and ability to talk with confidence about the menopause.
 - We are organising a Napo one day seminar on Women's' occupational health when menopause will be one of the discussion items.
94. In connection with sickness absence and the menopause, Napo successfully challenged HMPSS on their screening doc for their equality impact assessment of the Attendance Management Policy (which was imposed in January 2017). One of our main concerns regarding the document is there that there was not any mention of women's reproductive health issues. Dialogue is ongoing on this issue.

95. TTIP (Transatlantic Trade and Investment Partnership) free trade treaty

96. This resolution noted with concern the impact the treaty could have on safety legislation and employment rights if transnational companies were allowed to sue governments if they enacted legislation believed to adversely affect profits.
97. However this resolution is no longer relevant, as after Donald Trump was elected US President in November 2016 he called a halt to TTIP – adoption of which was already looking unlikely following mass demonstrations around Europe and in the US against the treaty.
98. The Committee decided to keep a watching brief on the issue of trade deals. In a recent Napo Quarterly article Sarah Friday wrote about the impact of Brexit on Occupational Health and Safety and explained that if there was as is expected a UK- US trade agreement, it is likely that there will be a lift and shift of much of what was in TTIP into the deal with the US. If this happens it is likely to have a negative impact on safety legislation and workers' rights. In connection with this Napo were represented at a policy seminar organised by Warwick University on 'Labour Rights and UK Trade Agreements' which speculated on how labour rights could be addressed with the UK's post-Brexit trade agreements.

Lone working

99. An all members lone working questionnaire was sent out in May 2017 and the responses were used to inform the Napo Lone Working guidance. The survey results have enabled a good insight into issues faced by members, most notably the increase that remote working has caused.
100. A Napo reps training day was organised in September on lone working and flexible working.
- 101. Members of the Committee have represented Napo on NPS, CRC and Cafcass safety Committees.**

NPS

AMP (Attendance Management Policy PI 01/2017)

102. There has been much discussion about AMP which was implemented by NOMS in January. The policy has caused concern and confusion for many of our members. It is a draconian policy which basically allows the employers to get our members to the dismissal stage more quickly. Particular concerns have been around lowering the trigger points and manager's discretion and disability related absences. Napo provided extensive feedback on the draft policy.
103. Implementation was poor in some divisions. At our request HMPPS agreed to organise workshops where local reps and managers were brought together to work through scenarios. They were organised to ensure there is a common understanding of how the policy should be interpreted.

Stress at work

104. Committee members have liaised with employers to highlight the concerns around stress in the workplace. Stress matters are now a standing agenda item on national and divisional H&S Committee meetings. We continue to work with NPS to ensure that their stress PI is fully implemented in all NPS division and have asked for reports on implementation to be provided for the NPS safety Committee.
- Currently the NPS divisions, through their divisional H&S Committees and the Senior Management Teams, are reviewing and updating the divisional stress plans.

CRC safety issues

105. We will continue to press the HSE inspector for police and probation to write to the CRCs to instruct them to allow their H&S advisors to attend national H&S meetings which will ensure that we can have some overview of what is happening in respect to health and safety in these companies.

PF stress survey

106. A joint union stress survey conducted in March showed some not surprising, but striking results, particularly around workloads, deadline and work pressure. 89% of respondents said that they often or always have to work very intensely. 79% that they often or always have to work very fast. 70% often or always have to neglect tasks because they have too much to do.
107. In response to the survey results, we called upon Purple Futures to establish a joint working group to oversee the stress identification and management process, and for this group to include trade union representation, to agree with the unions a workloads management tool, which provided all staff with the reassurance that their workloads will be set according to strict criteria to protect both staff health and safety and public protection.

Cafcass

108. Napo safety reps meet four times a year with Cafcass management at the Cafcass Health Safety and Wellbeing Steering Committee. The information below is an overview of issues raised in the last year.

Sickness Absence:

109. Data shows the peak in absence last year has reduced since December 2016. Sickness absence is now at seven days per year for Social Work grades and five for non-social work grades. Reports by type of absence show similar trends to previous years. The top three types are mental health (32%), injury/fracture/surgery recovery (19%) musculo skeletal injury (10%). Cafcass divide the "mental health" into "work related" and "non work-related" and the division is 53%:47% for social work grades. Little regard is given for the inextricable connections and interface between the two.
110. The one day stress risk assessments conducted by the occupational health service with staff off sick with stress/ anxiety /depression seem to have been abandoned and had brought some benefits, especially for staff returning to work. The duty to risk assess stress and mental health is avoided where it relates to individuals or teams. Occupational health advice for staff with disability issues has been ignored where it has recommended a long-term reduction in workload or that more time is allowed to complete tasks. (41% of referrals to occupational health are for stress. The next highest is 18% for cancer.)
111. TU reps have continuously raised the link between high workloads and working long hours and sickness. The Napo survey monkey on time off in lieu (TOIL) and working hours highlighted the fact that, on average, members are working over 9 hours extra per week to stay on top of their work with little hope of ever having space to take TOIL. Volume of work was by far the most frequently cited reason for this. Travel also featured and is not surprising given that Cafcass is constantly reducing the size of its estate. 40% of respondents said there was no discussion in supervision meetings with management about the hours they work. (We have asked for a review of policy on flexible working, taking TOIL and payment of overtime as processes are unclear as to what applies and in what circumstances.) A major factor impacting on workloads is that teams are carrying vacancies as it is proving difficult to recruit new staff. Agencies and self-employed practitioners are being relied on to fill the gaps. Many staff have left this year due to workloads and the relentless process of auditing work although this is information shared by members rather than through staff "exit" questionnaires.
112. Cafcass continues to offer benefits of membership of Medicash with refund or contributions for certain types of care and treatment from doctors, dentist, optician, sports massage etc. The complimentary therapy is apparently most claimed for. Cafcass has introduced well-being champions for mental health, Macmillan and has just introduced a Carer's Commitment and resource guide which recognises the contributions staff make outside of work with caring responsibilities and that this will impact on staff and should be recognised.

113. Napo Lone working survey. With increasing office closures, staff are working in an isolated way. This impacts on recruitment and retention and on staff feeling supported as a member of a team.

114. Reviews of accident and incidents reported. In the last 12 months to June 2017 there were only 47 incidents reported. These were mainly threats of violence or verbal abuse with male service users being the main protagonists followed by female service users. Cafcass has changed the way information is gathered and no longer shares the names of staff members who are the victims. Cafcass are to advise whether this fits the Health & Safety Executive guidance on reporting. It has been agreed that the report form will be amended to show this and to invite staff to tick a box to consent to their data being shared with Trade Union safety reps. We are concerned at what is clearly under-reporting and have asked for a campaign to be run in the staff newsletter.

115. Sarah Friday, National Official has represented members at meetings of the TUC Union Health and Safety Specialists group, TUC gender and occupational Health and Safety Subcommittee and the HSE Violence at work committee meetings.

116. **Information to safety reps**

Newsletter

- Thanks to Tina Williams for writing the re-launched Napo safety reps bulletin, two editions of which were sent to all Napo safety reps this year.

Napo safety training

- Sarah Friday, National Official has tutored Napo safety reps introductory training courses in Birmingham and London.
- Training day on lone and flexible working

Napo guidance:

- Napo guidance - NOMS Attendance Management Policy PI 01/2017
- Napo advice bulletin: office closures, hub working, home working etc....
- Napo guidance on the menopause
- Napo guidance on Lone Working

Probation Negotiating Committee

Members:	Jenny Aston (Staffordshire West Midlands) Esther Barton (South Yorkshire) Dave Bellingham (East Midlands) Martin Bull (Staffordshire West Midlands) Natalie Dimbleby (The Mercia) Patricia Johnson (London) Carolyn MacDonald (East Anglia) Denise Mason (Kent Surrey and Sussex) Alec Price (Kent Surrey and Sussex), resigned April 2017 Eriks Puce (Kent Surrey and Sussex)
Officers:	Chris Winters (National Co-Chair)
Officials:	Ian Lawrence (General Secretary) Dean Rogers (Assistant General Secretary)
Administrator:	Annoesjka Valent

117. The Committee has met regularly throughout the year.

118. NNC/SCCOG Bargaining Machinery.

119. At the time of writing, Napo negotiators had made significant progress towards new collective bargaining arrangements between the probation unions and the National Probation Service. It is expected that these will also include the establishment of a Professional Practice Forum to allow for exchanges with service providers on delivery standards and the need for a Licence to Practice in accordance with Napo standing policy.

Partnerships with CRCs

120. The Committee has considered the new proposed negotiation and consultation framework agreements with the different CRC employers, following the breakdown of the NNC machinery. At time of writing most areas have agreed a framework where consultation on policy, professional and some practice issues happens locally in each CRC and negotiation about contractual issues (e.g. pay, pensions, leave etc) takes place on a pan-CRC basis across all areas under the same ownership.

121. In most areas this increased dialogue is giving rise to improved local industrial relations, although there continue to be huge professional and industrial challenges across the CRCs. The most obvious exception is the Working Links area, where there has been an on-going dispute involving ACAS about recognition, representation and weaknesses in the staffing model.

122. Napo, in consultation with the Committee, have been considering how we can change the way we support branches to reflect and sustain this new union operating model – including ensuring a national officers and/or official are directly supporting any contractual negotiations. This reflection is on-going with initiatives reflected in the Napo - A Strategy for Growth document, which has also been endorsed in principle by the NEC.

123. **Probation Pay Modernisation.** Napo's probation pay claim (circulated to branches in N22/2017) centred on arguments for comprehensive pay reform, recognising the current pay system is broken – the lack of progression makes it unfair, uncompetitive and unsustainable. Efforts to tweak these problems have failed to make any impact beyond reducing transparency. The impact of the 'Pay Ice Age' clashing against the employers' wish to reform operating practices turn these problems into a crisis.

124. Early discussions with the NPS were productive and positive. Broad consensus was emerging about key principles for a new system and how transition would need to be managed. The need for a workable progression model that wasn't contractually guaranteed (which hasn't worked and which the Treasury would not sign off on) or based upon a crude performance measure (which unions would totally oppose) meant discussion moved towards developing a new, aligned professional competency and development framework. This supported linking pay reform to professional development, as emphasised in our claim.
125. CRCs have largely held back from taking any initiatives on pay until knowing more about how the NPS talks impacted upon the "market rate" for different roles. Napo have been anticipating this eventuality being the prompt for CRCs to ask for further adjustments to the contract price (i.e. for more money from the MoJ) so that they can continue to compete for staff.
126. Unfortunately, progress stalled in 2017 after the NPS became overwhelmed by the systematic failures in their pay and HR systems, linked to the SSCL and its computer problems (see below). This meant the whole NPS pay team was taken off pay reform to work on trying to resolve basic pay processing challenges. Eventually, in June an additional Pay Team was appointed in the NPS. Pay talks restart in September but progress towards reaching the inevitable pay reform is has been delayed and will now, most likely, be impacted further by economic and political pressures inside the MoJ around prison reform.
127. **Pension, Pay and Tax Problems in the NPS.** Throughout this year the Committee has been discussing continuing problems with NPS staff being accurately paid. There have been continuous systematic failures to correctly pay and tax people properly. These have been most acute around pensions. Pensions are particularly challenging as the civil service scheme (PCSPS) and the local government pension scheme (LGPS) are organised in fundamentally different ways. This disrupts the computer based SSCL processes – the systems only work if everything is common and 'shared'. The problem is amplified by processes for identifying and addressing differences between the two schemes and likely 'clashing points' not being done before the TR transfer – another negative consequence of the rush.
128. Napo has worked tirelessly to identify members' problems and get them addressed. However, the NPS remains in denial about the fundamental nature of these problems and the consequence – namely, that the NPS will only be able to safely run its pay, pension and HR systems when it separates the NPS from the SSCL models.
129. **NPS Harmonisation Successes.** The systematic HR problems were highlighted continuously where NPS terms differed from NOMS/HMPPS terms. This continually gave rise to problems – for example women on maternity leave being paid the wrong terms; leave being wrongly allocated; sick pay being wrongly calculated, etc.
130. Napo had been pressing to ease these issues by harmonising terms and conditions where this avoided any detriment to most members. In particular, they cynically tried to use our desire to improve maternity and parental leave to force us to agree to give up leave for some members. After a campaign around International Women's Day Napo eventually forced them to concede this aim and, after a ballot of members, improved harmonised maternity provisions were agreed without any reduction to the maximum 33 days annual leave for Napo members. This is now our "benchmark" across probation.
131. Apart from maternity, the rest of the harmonisation terms (including improvements to the range of special leave options and harmonisation of the annual leave year without detriment to members) take effect from September 2017. Unfortunately, further pay and HR processing problems have arisen and indicate that these may not be implemented smoothly – further amplifying the need to take NPS out of the SSCL contract.
132. **E3 (NPS Effectiveness, Efficiency, Excellence Programme).** Napo's Phase 2 Response had been submitted and a response received.

133. Over the course of the last 12 months Napo has been fully involved with E3 implementation using the agreement that was reached in 2016. This included a 'no redundancy' clause and pay protection arrangements following job evaluation exercises for a variety of grades of three years, with a commitment to support during this period to seek a role at the original grade
134. The Committee wish to thank those practitioner members who have assisted in the evaluation process and Napo are committed to seeking a review of the evaluated posts following implementation of the revised Job Descriptions under the protocols once the opportunity arises.
135. **Attendance Management Policy.** Napo remains in dispute with the NPS following the introduction of this policy which has caused serious difficulties for manager members, and Napo representatives and those members seeking assistance.
136. Whilst some minor concessions have been made around managerial discretion this has been somewhat patchy in practice and following Napo intervention, the NPS agreed to convene two workshops where managers and union representatives could review actual practice.
137. Feedback from these was generally positive and Napo is pressing for this initiative to be replicated across NPS divisions to reach a wider audience.
138. **Probation Board for Northern Ireland.** Napo Officers and Officials have engaged with senior PBNI management on a range of issues over the last 12 months including pay, attendance management and restructuring and have attended several meetings with members.
139. The branch continues to maintain a positive working relationship with sister union NIPSA.
- Managers and SCCOG Issues.** The SCCOG national committee was dissolved alongside the wider NNC and is still to be formally replaced. However, Napo have sought to ensure that issues for senior staff and managers have been profiled and mainstreamed into wider negotiations – in particular pay talks where we have worked closely with David Walton in the GMB SCCOG team to highlight challenges for managers – especially relating to the unsustainable nature of the current performance management framework and the difficulties arising from dealing with HR breakdowns.
140. A key element of our probation pay claim is for more resources to facilitate greater numbers and appropriate recognition for line managers; professional pathways and qualification pathways in management, and appropriate pay comparators for senior staff.
141. We have also launched our Managers' Network. This has not yet had the impact we'd hoped for, largely due to resourcing challenges which have slowed momentum but it is an initiative that we intend continuing with, and have incorporated into our Strategy for Growth.

Professional & Training Committee

Members: Roger Peel (Cumbria and Lancashire)

Officer: Katie Lomas (National Vice-Chair)

Official: Tania Bassett (National Official)

Administrator: Shireena Suleman

Professional.

142. NEC made the decision to merge the Professional and Training Committees early in the year but despite this there has only been one Committee member of the combined Committee and therefore no meetings have been held, with work done by correspondence and largely led by Officers and Officials.

143. **E3 – Effectiveness, Efficiency, Excellence Programme (in the NPS).** E3 Phase 1 and Phase 2 were implemented during the year and much of the work done has focussed on responding to the consultation on the operating models and participating in job evaluation appeals. Some concessions were achieved in terms of the E3 operating models however the most significant issue appears to have been the lack of proper communication about changes being made and agreed processes were not always followed due to this.

144. Although we were able to provide feedback via consultation in relation to the E3 operating models the plans were not negotiable. Nevertheless we have continued to make representations in order to hold the NPS to provision of a quality service including securing important.

145. As part of the E3 process all NPS job descriptions are being re-written and subject to job evaluation. This process is continuing for all roles not yet dealt with and we are providing consultation on draft job descriptions and job description questionnaires (the document used for job evaluation) as well as supporting groups of members to lodge appeals where the outcome is not as expected. This will continue throughout E3.

146. Some of the CRCs have made changes to their operating models during the year and we have responded to the consultations on these, again using the practice experience of the Officers group.

147. **Providing Feedback on Draft Probation Instructions and other Employer documents.** Throughout this period the officers have provided feedback in consultation on various professional related draft Probation instructions with input from members.

These draft PIs included the following:

- Through the Gate minimum specification (work ongoing)
- Governor Empowerment Project
- Temporary Travel Abroad on Licence and Post Sentence Supervision
- Licence Conditions
- Victim Contact Service - Non-statutory Cases
- Unpaid Work
- Care and Management of Transgender Offenders
- Advancing Equality for Offenders and other Service Users
- Accommodation and Support Service for bail and Home Detention Curfew
- We have also provided feedback in consultation on the draft notice to staff on flexible working.

Two resolutions were allocated to the Committee pre-merger with Training Committee at the 2016 AGM:

Cheap services cost lives:

148. In response to this resolution and ongoing work to highlight the dangers of TR, information has been collected via branches, members and Officers and Officials and the issues have been highlighted in various press releases and submissions to enquiries. This has included joint work with other unions. Members, Officers and Officials have contributed to a variety of media coverage of the ongoing issues faced by Napo members and clients resulting in coverage online, in print and on television.

Written out or written off?

149. In response to this resolution, Officers and Officials have worked to raise the issues around role boundaries and in particular in relation to court reports. This work is ongoing as part of our engagement with the NPS around the E3 programme as it is implemented around the country. In addition this motion crosses over with another key focus, the potential introduction of a licence to practice which we continue to discuss with all of the employers. It is essential that the professionalism of members is recognised and properly protected. This includes ensuring that professional role boundaries are maintained as well as ensuring that employers do not attempt to devalue the profession.

Training.

150. **Probation Qualification Assurance Board.** Tania Bassett, National Official, sits on PQAB. The Board's role is to ensure the quality of training, develop and revise training programmes and to review cases of those leaving training before completion. This year the PQAB has developed and launched the VQ3 PSO and the VQ3 Administration training. These are revised and updated versions of the previous training programmes. PQAB has also been reviewing the roles of Apprenticeships in Probation. Many CRCs were already exploring this option in order to reclaim monies spent of the Apprenticeship levy that all companies of a value of £1million or more have to pay into. Initially the NPS was reluctant to go down the route of apprenticeships; however, the public sector has now been given a target of 23% of staff will have to be apprentices. Given this sudden change of policy the NPS is now working with CRCs to develop apprenticeships within Probation. It should be noted though that at the time of writing this is nowhere near completion as the initial apprenticeship course devised by a CRC was turned down by the apprenticeship board. Napo will continue to update members on this issue.

151. **HMPPS Learning and Development.** Both Katie Lomas, National Vice-Chair, and Tania Bassett, National Official, sit on the Learning and Development Forum. The forum, made up of HMPPS staff from both Prisons and Probation provide an update on all learning and development issues including recruitment. Recruitment and retention of staff is a huge issue for both organisations. The aim for HMPPS is to recruit 800 Probation Officers and 800 Probation Service Officers over a two year period. So far they have recruited 360 Probation Officers on to the PQIP training and 200 Probation Service Officers on the PSO2 training. Napo is still pushing HMPPS to provide figures of those leaving the service to understand how much impact this recruitment will have.

152. **Licence to practice.** Licence to Practice has been Napo policy for some time now. HMPPS are in the process of looking at a licence but it is very much in the development stages. Napo is engaged with HMPPS in order to influence its design and purpose. However, at the time of writing there appears to be a degree of cautiousness within HMPPS in terms of its implementation and with regards to costs and legislative changes.

Wales Union Learning Fund Scheme (WULF). Report provided by Aziz Bouleghlimat, Project Manager.

153. The Welsh Government continues to provide financial support to successful union managed learning projects. Since 2008, Napo has been very effective in managing projects in Wales.

154. The current project; New Routes to Skills Driven Learning(NR2SDL) is Napo's 4th project in Wales, and despite all the difficulties experienced by staff working in the sector, and the limited support and engagement of the employers the project continues to perform well.

- Year 1 review carried out by the Department of Education and Skills confirmed that the project is well managed and has achieved or exceeded all its performance and spending targets
- The project noted a shift to vocational qualifications, particularly foundation courses such as Level 4 Certificate in Community Justice and Level 5 Academic Modules. In year 1 more than 15 people from both NPS and CRC, 3 and 12 learners respectively received funding from the project.
- In February 2017, the project supported Napo Cymru in developing and agreeing a new Learning Agreement with Wales CRC
- The Welsh government have indicated the Wales Union Learning Scheme is continuing for another round and a formal announcement will be made shortly.
- Napo has managed to maintain ability to secure funding from the Welsh government since 2008.

155. Employers' engagement:

- Access to the project is open to all staff working in probation
- Access is conditional on union affiliation
- open to both Wales NPS and Wales CRC staff
- Both employers supported Napo's bid to secure funding from the Welsh Government
- 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 funded individual and group courses for staff working in both organisations, albeit more requests and funding has been used by CRC staff.
- In the first year ending March 2017, the project registered very little underspend and achieved all targets and objectives set out in the project contract

156. Union Learning Reps...Update:

- The projects has no remaining active URLs in Wales NPS
- Only 2 active ULRs in Wales CRC
- Most requests for funding has been processed directly by the project manager.

157. What can be supported by the Union Learning Fund?

The Welsh Government has produced the following guidelines for the use of the fund:

- The funding is used for learning activities including provision that results in qualifications and provision that is not qualification-based.
- The focus of all learning activities must be on skills and employability
- The funding cannot be used for degree or above qualifications or sports and leisure courses
- The funding may be used for access to foundation degree courses or specific Higher education modules
- Each learner supported by the project must complete and sign a “learner form” provided by Welsh Government. The purpose of this is to help in the process of tracking learners and monitoring and evaluation activities.
- The project is open to all staff regardless of their union affiliation or not.

Steering Committee

Members:	Iqbal Bhogal (West Yorkshire) from January 2017 Charron Culhane (London) Howard Davies (East Anglia/Retired) Carolyn Mack (East Midlands) until December 2016 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

158. 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 and contribute to the AGM Planning Group throughout the year. 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.

159. The 2016 AGM was Napo’s first time at St David’s Hall in Cardiff. The venue comprises a number of levels, the majority of which Napo utilised for stalls, breaks, the evening entertainment, the Family Court Section AGM and professional session, as well as fringe meetings. A new venue always poses challenges and there were concerns that those responsible for setting up, who include Napo’s administrative staff, the stewards and Steering Committee, were only able to access the venue for the first time just a few hours before Conference started. In the event, set up was achieved in the time available due to focussed planning and hard work by all involved. Additionally, the Chief and Deputy Chief Steward were able to draw on their experience of working together at Llandudno and re-used a number of strategies which had worked well previously, contributing to the overall smooth running of AGM. The Committee’s thanks go to the Chief Steward and Deputy Chief Steward, who worked tirelessly throughout and to the Stewards for their enthusiasm and hard work.

160. A total of 19 motions and two constitutional amendments were tabled for debate. Of these, two were judged suitable for potential compositing (motions 15 and 16) and became composite A. No amendments to motions or constitutional amendments were received. Over the course of Conference, three potential emergency motions were considered by Steering Committee. All three were judged to meet the criteria and were accepted as such by members in the hall. In due course they were debated and two were passed. Both constitutional amendments were also passed and all the motions, including the composite were reached with only one motion being lost.
161. A constitutional amendment on quoracy was debated and passed at an early stage and as a result time lost to inquoracy was reduced. Of the 93 minutes lost, 63 were at the start of the first session on Thursday. Thereafter only 30 minutes were lost overall – 8 minutes at the beginning of the first session on Friday, 9 minutes at the start of the afternoon session that day and 13 minutes on Saturday morning. 208 minutes were spent debating motions and 26 minutes debating emergency motions. Formal business and accountability took 114 minutes, whilst various speakers took 64 minutes. 41 minutes were lost during quorate time. This was largely, but not wholly, time taken to get back into the hall after the morning and afternoon refreshment breaks.
162. Steering Committee rely heavily on support from Napo's admin staff in the build up to AGM and whilst at AGM. We are, as ever, very grateful for their hard work, efficiency and patience.
163. At the Committee meeting in December 2016 we said 'good-bye' to Carolyn Mack, who has stood down after many years on Steering Committee. Her experience of all things Steering, and in particular as Conference Secretary, is immeasurable and invaluable. She will be greatly missed by the Committee.
164. **Steering Committee 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.
165. 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 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.
166. 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, from 2017 the ballot form will 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. Following a decision by the NEC in 2013, the Committee has ceased to record the race and gender of all individuals making contributions.

167. 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 Organisation

Members:	Judy Green (East Midlands) Jill Narin (South Southwestern) Co-Chair Roger Peel (Cumbria & Lancashire) Ann Cruse-Stoddart (West Yorkshire) Co-Chair
Officer:	Chas Berry (National Vice-Chair)
Official:	Ranjit Singh (National Official)
Administrator:	Margaret Pearce

168. Trade Union Organisation (TUO) Committee held two face-to-face meetings. The first meeting was the allocated scheduled meeting. In addition, the Committee held an extraordinary second face-to-face meeting. The Committee requested permission from the NEC to hold a second extra meeting to complete the urgent work that was allocated to the committee from the AGM in 2016. This extra face-to-face meeting was essential to make sure the committee thoroughly examined all the options for NEC Reform.

169. **AGM resolutions.** One motion was allocated to the Committee. This motion was in fact an emergency motion and requested that the Committee look at reforming the functioning of the NEC to ensure it can execute its duties and responsibilities and it is able to effectively carry out the mandates of AGM.

170. Below is a summary of the outcome of the Committee's consideration of the issue.

171. **NEC Reform.** Following extensive discussion the TUO committee reached the conclusion that the focus of the committee work should be on the running and organisation of the NEC.

172. The NEC approved the Committee's recommendations. A number of steps were agreed including the following three recommendations: a) To re-instate the NEC Reps Induction Day b) Ensuring the application of Standing Orders c) Review the structure of the NEC Agenda.

173. Finally, the Committee recommended that the NEC approve a constitutional amendment that will have the effect of reducing the quorum of the NEC. The constitutional amendment was approved by the NEC and will be debated at AGM. This approach will ensure that future NECs will not be cancelled due to lack of quoracy and moreover NEC reps will be likely to attend with the understanding that business will be carried out at the meeting.

Other Work undertaken by the committee:

Organising and Recruitment

174. **Recruitment Working Group:** A working group has been set up at Napo head office to take a 'whole organisation' approach to recruitment. The group is made up of individuals from all sections within Napo. The group has developed new materials and resources to support recruitment including promoting membership to university students. Bespoke leaflets have been produced and as well as other relevant literature. Due to limited funds resources have been designed, developed and printed in-house.

175. **Workloads Campaign:** In line with the AGM motion on Workloads, this has been recognised as a key organising campaign. Most of the funds available for recruitment have been spent on producing resources for this Workloads Campaigns. A campaign plan was developed and specific milestones included. Actions around the campaign included events on 'Work Your Proper Hours Day' and 'Workers Memorial Day'.

176. **The Forum.** The Forum (formerly PSO Forum) met twice this year. Plans are under way to hold a conference in November 2017.

177. **Trade Union Organisation Committee Equal Rights section.** Ranjit Singh, Link Official for the Committee has held meetings with the new NPS Staff Networks and the Legacy staff associations. As the landscape has changed over the recent years, discussions are taking place, to find out ways how Napo and the new organisations will be able to work more closely together to support members with a protected characteristic.

National Representatives Panel.

178. In 2016 there were 44 cases referred to National Representatives for representation. This was 5 less than in 2015. At the time of writing there have been 34 cases referred in 2017.

179. Napo is exploring opportunities to see how the sharing of services with similar 'craft' unions can be established. This initiative originated from the General Federation of Trade Unions to which Napo is affiliated.

180. Discussions took place with the Association of Educational Psychologists (AEP), this year to consider ways in which advocacy services to our respective members could be improved. Following reports to the NEC, the Officers endorsed arrangements to expand the size of the National Representatives Panel, and following the publication of an open selection process four new appointments were made to the panel in the form of Anne King, David Mitchell, Keith Williamson and John Drewicz.

181. These arrangements have been underpinned by a Memorandum of Agreement between Napo and the AEP and early indications are that they are working well in practice.

182. The full list of National Representative Panel members is: Jack Cohen, Jeremy Cameron, Eriks Puce, Les King, Urfan Amar, Mick Hooson, Megan Elliott, David Mitchell, Keith Williamson, Anne King, John Drewicz and Migden-Sue Roberts.

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

183. Thank you to the following branches that sent returns: Essex and East Midlands.

Affiliations for 2016

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

Napo

Report of the Officers

The officers present their annual report with the accounts of the union for the year ended 31 December 2016.

OFFICERS

The officers who held office during the year were as follows: -

Name

Y Pattison	Co Chair	
C Winters	Co Chair	
D Adams	Vice Chair	resigned October 2016
K Lomas	Vice Chair	
C Berry	Vice Chair	
J Barlow	Vice Chair	
C Pearson	Vice Chair (Finance)	
T Williams	Vice Chair	appointed October 2016

STATEMENT OF OFFICERS' RESPONSIBILITIES

The Trade Union and Labour Relations (Consolidation) Act 1992 requires a trade union to:

- a) keep proper accounting records with respect to its transactions and its assets and liabilities, and
- b) establish and maintain a satisfactory system of control of its accounting records, its cash holdings and all its receipts and remittances.
- c) maintain such accounting records as are necessary to give a true and fair view of the state of affairs of the trade union and to explain its transactions.
- d) prepare annual accounts, in accordance with the requirement to make an annual return to the Certification Officer.

Signed, on behalf of the National Executive Committee

C Pearson

Vice Chair

Approved on 16 May 2017

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF NAPO

We have audited the financial statements of Napo for the year ended 31 December 2016, which comprise the Income and Expenditure Account, Balance Sheet and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) including Financial Reporting Standard 102, the Financial Reporting Standard applicable to the UK and the Republic of Ireland.

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.

RESPECTIVE RESPONSIBILITIES OF OFFICERS AND AUDITORS

As explained more fully in the Statement of Officers' Responsibilities, the officers are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view.

Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Financial Reporting Standard's (FRC's) Ethical Standards for Auditors.

SCOPE OF THE AUDIT OF THE FINANCIAL STATEMENTS

A description of the scope of an audit of financial statements is provided on the FRC's website at www.frc.org.uk/apb/scope/private.cfm

OPINION ON THE FINANCIAL STATEMENTS

In our opinion the financial statements:

- give a true and fair view of the state of the union's affairs as at 31 December 2016 and of its deficit for the year then ended; and
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice and the Trade Union and Labour Relations (Consolidation) Act 1992.

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF
NAPO

MATTERS ON WHICH WE ARE REQUIRED TO REPORT BY EXCEPTION

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

- proper accounting records have not been kept by the union; or
- the union has not maintained a satisfactory system of control over its transactions; or
- the accounts do not agree with the accounting records; or
- we have not received all the information and explanations we require for our audit

PK Audit LLP
Chartered Accountants
Statutory Auditor
454-458 Chiswick High Road
London
W4 5TT

Dated: 19 May 2017

Napo
Income and Expenditure Account
for the Year Ended 31 December 2016

	<u>Notes</u>	<u>2016</u>		<u>2015</u>	
	£	£	£	£	£
Income from subscriptions			1,153,712		1,745,743
TUC Projects			55,328		69,247
Other income	2		<u>11,558</u>		<u>17,784</u>
			1,220,598		1,832,774
Staff costs	3	790,072		842,235	
Staff recruitment, training and expenses		22,846		38,111	
TUC Projects		55,328		69,247	
Accommodation costs		47,599		51,350	
Operating costs		195,357		220,987	
Committee, conference & affiliation costs		206,334		239,101	
Financial & Legal Costs		30,133		18,390	
Branch expenditure		<u>98,534</u>		<u>154,548</u>	
		<u>1,446,203</u>		<u>1,633,969</u>	
			<u>(1,446,203)</u>		<u>(1,633,969)</u>
(Deficit)/Surplus for the year before Taxation			(225,605)		198,805
Taxation	4		<u>(1,663)</u>		<u>(1,859)</u>
(Deficit)/Surplus for the year after Taxation			(227,268)		196,946
Transfer from General Fund	11		-		-
Transfer to Legal Representation Fund	11		(87,287)		(156,409)
Transfer to Action Fund	11		-		-
Transfer to Office Relocation Fund	11		-		-
Transfer to Organising Fund	11		<u>-</u>		<u>-</u>
Amount transferred from Accumulated Fund			<u>(314,555)</u>		<u>40,537</u>

The notes on pages 37 to 42 form part of these accounts.

Napo
Balance Sheet as at 31 December 2016

	<u>Notes</u>	<u>2016</u>		<u>2015</u>
		£	£	£
FIXED ASSETS	5		115,702	123,308
CURRENT ASSETS				
Sundry Debtors	6	51,449		160,130
Cash at bank and in hand				
- Branches		51,546		60,843
- Head Office		1,149,557		1,318,513
WULF Project Bank Account		12,494		-
		<u>1,265,046</u>	<u>1,539,486</u>	
CURRENT LIABILITIES				
Sundry Creditors	7	<u>(97,099)</u>	<u>(84,563)</u>	
NET CURRENT ASSETS			<u>1,167,947</u>	<u>1,454,923</u>
TOTAL ASSETS LESS CURRENT LIABILITIES			<u><u>1,283,649</u></u>	<u><u>1,578,231</u></u>
Represented by:-				
GENERAL FUND	11		870,741	1,185,296
OFFICE RELOCATION RESERVE FUND	11		250,000	250,000
LEGAL AND REPRESENTATION FUND	11		24,843	3,670
ACTION FUND	11		55,530	55,530
NAPO ORGANISING FUND	11		82,535	83,735
			<u><u>1,283,649</u></u>	<u><u>1,578,231</u></u>

.....
I LAWRENCE
General Secretary

.....
C PEARSON
Vice Chair

.....
The notes on pages 37 to 42 form part of these accounts.

Napo

Notes to the Accounts- 31 December 2016

1. ACCOUNTING POLICIES

- i) The financial statements have been prepared in accordance with FRS102, "The Financial Reporting Standard in the UK and Republic of Ireland" ("FRS 102"). The disclosure requirements of section 1A of FRS102 have been applied other than where additional disclosure is required to show a true and fair view.
- ii) **Going concern**
The Officers of the union have considered their obligations to prepare these financial statements on an appropriate basis, having regard to the union's net asset position as at 31 December 2016.
The Officers have assessed the impact of the financial budgets in place for 2017 against the working capital available, notably its cash and bank balances. The officers have also considered the impact and the continued loss of income due to the withdrawal of payroll deduction "check off" and the reorganisation of the probation service.
As a result, in the opinion of the Officers, the union has sufficient resources to be able to meet its obligations as and when they fall due and accordingly the accounts have been prepared on a going concern basis. The financial statements do not include any adjustments that would result from this basis of preparation being inappropriate.
- iii) **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.
- iv) Expenditure is charged in the year to which it relates.
- v) Rates of Depreciation and Amortisation are provided so as to write off the cost of Fixed Assets over their estimated useful lives.
- | | | |
|---------------------------------|---|---------------------------|
| Freehold Buildings | - | 2% on cost |
| Computer Equipment and Software | - | 25% on written down value |
- Other Capital Items are written off in the year of purchase.
- vi) **Pension costs**
Contributions in respect of the Association's defined contribution pension scheme are charged to the Income and Expenditure Account for the year in which they are payable to the scheme. Differences between contributions payable and contributions actually paid in the year are shown as either accruals or prepayments at the year end.
- vii) **Financial instruments**
The union only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method
- viii) **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

Notes to the Accounts- 31 December 2016 (continued)

- ix) **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, Vice Chair (Finance) and General Secretary along with the Finance Officer in accordance with the NEC's provisions.
- x) **Office Relocation Fund**
 The NEC has established a Relocation Fund to contribute to removal costs.

2. OTHER INCOME

	<u>2016</u>	<u>2015</u>
	£	£
Interest receivable	8,313	9,294
Sundry Income	3,245	8,490
	<u>11,558</u>	<u>17,784</u>

3. STAFF COSTS

Included in staff costs are:-

	<u>2016</u>	<u>2015</u>
	£	£
Wages and Salaries	663,875	705,477
Social Security Costs	69,412	76,446
Other Pension costs	56,785	60,312
	<u>790,072</u>	<u>842,235</u>

General Secretary

	<u>2016</u>	<u>2015</u>
	£	£
	Total	Total
Remuneration, compensation and benefits	70,924	70,202
Social Security Costs	8,668	8,574
Pension	1,500	1,500
	<u>81,092</u>	<u>80,276</u>

Napo

Notes to the Accounts- 31 December 2016 (continued)

4. TAXATION

Corporation Tax is provided on the Association's Bank Deposit interest after allowable deductions.

	<u>2016</u> £	<u>2015</u> £
Current Corporation Tax	<u>1,663</u>	<u>1,859</u>

5. FIXED ASSETS

	Freehold Land & Buildings -----	Computer Equipment & Software -----	Total -----
Cost			
At 1 January 2016	205,339	275,546	480,885
Additions	-	8,995	8,995
Disposals	-	(275,546)	(275,546)
At 31 December 2015	<u>205,339</u>	<u>8,995</u>	<u>214,334</u>
Depreciation			
At 1 January 2016	93,213	264,364	357,577
Charge for the year	4,107	1,312	5,419
Deduct for Disposals	-	(264,364)	(264,364)
At 31 December 2015	<u>97,320</u>	<u>1,312</u>	<u>98,632</u>
Net book value			
At 1 January 2016	<u>112,126</u>	<u>11,182</u>	<u>123,308</u>
At 31 December 2016	<u>108,019</u>	<u>7,683</u>	<u>115,702</u>

6. DEBTORS

	<u>2016</u> £	<u>2015</u> £
Trade debtors	33,201	138,507
Prepayments	13,572	18,179
Sundry debtors	4,676	3,444
	<u>51,449</u>	<u>160,130</u>

Napo

Notes to the Accounts- 31 December 2016 (continued)

7. OTHER CREDITORS

	<u>2016</u>	<u>2015</u>
	£	£
Petty cash balance	77	-
Sundry creditors and accruals	95,359	82,704
Taxation	1,663	1,859
	<u>97,099</u>	<u>84,563</u>

8. 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 £56,785 (2015 - £60,312). No contributions were due at the year end (2015 £nil).

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.

Napo

Notes to the Accounts- 31 December 2016 (continued)

Napo Organising Fund

The Organising Fund was established to assist branches in financial difficulty.

Movements in the year are disclosed on the summary on page 11.

10. POST BALANCE SHEET EVENT

As At 31 December 2016, the union's freehold property at 4 Chivalry Road, London, SW11 1HT was for sale and subsequently sold on 21 February 2017.

Napo
Notes to the Accounts- 31 December 2016 (continued)

11. MOVEMENT OF FUNDS - SUMMARY

	£	General Fund £	Office Relocation Reserve £	Legal & Representation Fund £	Action Fund £	Napo Organising Fund £	Total £
Income		1,220,598	-	-	-	-	1,220,598
Expenditure		<u>(1,446,203)</u>	<u>-</u>	<u>(66,114)</u>	<u>-</u>	<u>(1,200)</u>	<u>(1,513,517)</u>
(Deficit) for the year		(225,605)	-	(66,114)	0	(1,200)	(292,919)
Taxation		<u>(1,663)</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>(1,663)</u>
Net (deficit)		(227,268)	-	(66,114)	0	(1,200)	(294,582)
Transfers between Funds		<u>(87,287)</u>	<u>-</u>	<u>87,287</u>	<u>-</u>	<u>-</u>	<u>0</u>
Net incoming resources		(314,555)	-	21,173	0	(1,200)	(294,582)
Balance at 31 December 2015		1,185,296	250,000	3,670	55,530	83,735	1,578,231
Balance at 31 December 2016		<u><u>870,741</u></u>	<u><u>250,000</u></u>	<u><u>24,843</u></u>	<u><u>55,530</u></u>	<u><u>82,535</u></u>	<u><u>1,283,649</u></u>

Napo
National Office Detailed Income and Expenditure Account
for the Year Ended 31 December 2016

Schedule	<u>2016</u>		<u>2015</u>	
	£	£	£	£
Membership Subscriptions		1,153,712		1,745,743
Bank Deposit Interest		8,313		9,294
TUC ULR Project		55,328		69,247
Sundry Income		<u>814</u>		<u>969</u>
		1,218,167		1,825,253
<u>Staff costs</u>				
Salaries, Pension, National Ins	790,072		842,235	
Staff Recruitment	-		-	
Staff Training	5,156		9,424	
Staff Expenses	<u>17,690</u>		<u>28,687</u>	
	<u>812,918</u>		<u>880,346</u>	
TUC ULR Project	<u>55,328</u>		<u>69,247</u>	
<u>Accommodation Costs</u>				
Rates, Light & Heat	24,203		25,704	
Repairs & Renewals of Building	13,727		15,321	
Insurance	6,553		6,438	
Professional Indemnity Insurance	1,884		1,825	
Sundry	<u>1,232</u>		<u>2,062</u>	
	<u>47,599</u>		<u>51,350</u>	
<u>Operating Costs</u>				
Print, Stationery & Equipment	21,549		35,731	
Reference Books & Papers	190		456	
Postage	12,682		10,609	
Office move	11,552		-	
Telephone	<u>19,533</u>		<u>7,388</u>	
	<u>65,506</u>		<u>54,184</u>	
Computer Maint. & Support & Website	76,522		118,153	
Cost of Publications	36,728		43,884	
Loss on disposal of fixed assets	11,182		-	
Depreciation	<u>5,419</u>		<u>4,766</u>	
	<u>129,851</u>		<u>166,803</u>	
Carried Forward	1,111,202	1,218,167	1,221,930	1,825,253

Napo
National Office Detailed Income and Expenditure Account
for the Year Ended 31 December 2016

	Schedule	£	<u>2016</u> £	£		<u>2015</u> £
Brought Forward		1,111,202	1,218,167	1,221,930		1,825,253
<u>Committee, Conference & Branch Costs</u>						
Committee Expenses		47,125		82,502		
Cost of Conferences	2	55,785		79,244		
Branch Grant		58,424		66,499		
Branch Conference funding		28,355		28,826		
Branch Training		7,091		4,030		
Health & Safety		126		2,268		
Consultancy		-		450		
Members Service (Parliament Hill)		5,620		-		
Membership Recruitment		8,532		15,601		
Union Learning Fund		-		36		
		<u>211,058</u>		<u>279,456</u>		
<u>Subscriptions & Affiliations</u>						
Fees - TUC		18,528		20,016		
Fees - Other		2,386		2,167		
Fees - GFTU		6,221		6,770		
		<u>27,135</u>		<u>28,953</u>		
Donations - Edridge		10,000		20,150		
Donations- Autonomous Groups		-		-		
Autonomous Groups		(3,741)		(23,050)		
Donations- General		50		50		
		<u>6,309</u>		<u>(2,850)</u>		
Ballots		8,062		8,100		
Political lobbying/Media		20,033		11,276		
TR Settlement		20,516		-		
Tribunal Expenditure		-		9,491		
		<u>293,113</u>		<u>334,426</u>		
<u>Financial Costs</u>						
Audit & Accountancy		10,500		10,500		
Bank Charges		4,638		1,796		
Legal & Professional Fees		14,995		6,094		
		<u>30,133</u>	1,434,448	<u>18,390</u>		1,574,746
National office (deficit)/ surplus for year			(216,281)			250,507
Less: Branch offices deficit			<u>(6,953)</u>			<u>(51,702)</u>
Total (deficit)/surplus for year before tax			<u>(223,234)</u>			<u>198,805</u>

Napo

Branches- Detailed Income and Expenditure Account

for the Year Ended 31 December 2016

Schedule	£	2016 £	£	2015 £
Grants from National Office		58,424		66,499
Hardship Grant		1,200		2,200
Conference funding from National Office		28,355		28,826
Individual contributions		1,115		7,521
Bank & Building Society Interest		-		-
Donations		250		-
Loan		2,371		-
Sundry Income		1,066		-
		<u>92,781</u>		<u>105,046</u>
<u>Branch Expenses</u>				
Expenses of other Officials	12,921		13,588	
Printing, Postage & Stationery	143		625	
Branch Meetings	10,202		9,682	
Bank Charges	313		22	
Training	8,896		4,454	
Donations	3,870		2,575	
Net Cost of Annual & Branch Conference	58,226		75,757	
Napo Organising Fund	-		42,150	
Other Branch Expenses	5,163		7,895	
		<u>99,734</u>		<u>156,748</u>
(Deficit) of Income over Expenditure for the year before Taxation		<u>(6,953)</u>		<u>(51,702)</u>
Charged to General Fund		98,534		154,548
Charged to Hardship Fund		-		-
Transfer from NAPO Organising Fund		1,200		2,200
		<u>99,734</u>		<u>156,748</u>

Publications Account

for the Year Ended 31 December 2016
Association's Publications
Schedule No 1

	£	<u>2016</u>	£	<u>2015</u>	£
Cost of publications					
Printing - Newsletter			16,645		16,378
- Journal			62,324		61,774
- CAFCASS Journal			2,256		4,808
Postage - Newsletter & Journal			<u>2,143</u>		<u>1,949</u>
			83,368		84,909
Less:					
Sales - ICCJ Monographs		-		-	
Inserts- Journal & Newsletter		<u>960</u>		<u>-</u>	
			960		0
			<u>82,408</u>		<u>84,909</u>
Income from other publications		-			
Royalties - Napo journals		45,680		40,740	
Sundry Publications		<u>-</u>		<u>285</u>	
			45,680		41,025
Net cost of publications transferred to Income and Expenditure Account			<u><u>36,728</u></u>		<u><u>43,884</u></u>

Conference Account

for the Year Ended 31 December 2016

Conference Account

Schedule No 2

	£	<u>2016</u>	£	£	<u>2015</u>	£
Cost of Annual Conference		57,980			69,640	
Less: Registration fees		<u>(10,576)</u>			<u>(15,391)</u>	
Net cost of Annual Conference			47,404			54,249
Trainees conference Expenditure		-			-	
Less: Registration fees		<u>-</u>			<u>-</u>	
Net cost of Trainees Conference			0			0
Family court conference Expenditure		5,075			7,081	
Less: Registration fees		<u>-</u>			<u>-</u>	
Net cost of Family Court Conference			5,075			7,081
Professional conference Expenditure		-			-	
Less: Registration fees		<u>-</u>			<u>-</u>	
Net cost of Professional Conference			0			0
Women in Napo Conference		-			4,933	
Less: Registration Fees		<u>-</u>			<u>(1,630)</u>	
Net cost-Women in Napo conference			0			3,303
Cost of Managers Conference		-			1,656	
Less: Registration fees		<u>-</u>			<u>-</u>	
Net cost of Managers Conference			0			1,656
Cost of PSO Conference		1,832			4,157	
Less: Registration fees		<u>-</u>			<u>-</u>	
Net cost of PSO Conference			1,832			4,157
TUC Conferences			583			6,899
Health & Safety Forum/Conference			207			2,172
Other conference			-			641
National Black Network			729			-
Other project income			<u>(45)</u>			<u>(914)</u>
Total cost of conferences			<u><u>55,785</u></u>			<u><u>79,244</u></u>

The Edridge Fund of Napo

ACCOUNTS & ANNUAL REPORT for the year ended 31 December 2016

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

Anne King (Western) Office	Appointed September 2006, re-appointed in 2011. Term of office ended September 2016
Doug Stevenson (London)	Appointed July 2012
Charlotte Dunkley (East Midlands)	Appointed November 2013
David Stevens (Mercia)	Appointed November 2014
Morna Mensah-Dankwah (London)	Appointed September 2015
Carolyn Mack (East Midlands)	Appointed September 2016

Anne King ended her term of office as both Trustee and Chair. Consequently, Charlotte Dunkley was appointed as Chair in September 2016. Doug Stevenson was appointed Vice Chair in September 2013 and has been re-appointed annually since his initial appointment.

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 2016 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 2016 there were a number changes in both our Trustees and Staff. Anne King retired as a Trustee, having completed her second term of office, and we thank her for her enthusiastic work for the Fund. We also welcomed a new Trustee, Carolyn Mack. 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 we are sure will be a valuable member of the team.

Donations and Fund Raising

This has once again been a mixed year for Edridge. Regular donations have decreased, and there has been a substantial reduction in one off donations. However, our income from fund raising, and sponsored events has seen a 100% increase. For the second year running our income from our 50/50 Lottery has seen an increase of about 40% over previous years, and we have continued to see a higher level of participation.

The Edridge Fund has once again received a donation from the Civil Service Insurance Society (CSiS) of £10,000 during 2016. CSiS is a not for profit organisation, which supports other charities working with people in the Public Sector. We can also confirm that CSiS made a further grant of £10,000 early in 2017. This is the fourth year that we have been assisted by CSiS, which has provided a very welcome additional source of income, for which we are very grateful.

Administration

The level of expenditure by the Fund on governance and administration has marginally decreased, compared with the previous year. However, the total expenditure, including our main charitable activity of grant giving, has reduced by £13,246, which is totally accounted for by the reduction in the level of grants paid for the current year, and a reduction in our management and governance costs

Edridge Investments

The Edridge Trustees had decided in 2015 that the Investment Portfolio would be managed on a low risk basis. However, despite the fact that this policy continued during 2016, the portfolio, including cash and stocks, increased in value during 2016 by a total of £32,187. This increase is in terms of increased value of our stocks and shares, and our income from the portfolio has also increased. The good performance of our investments enabled the Trustees to withdraw £15,000 from the portfolio during 2016 in view of the substantial reduction in parts of our income, and a further withdrawal of £5,000 was made early in 2017.

There is no doubt that without the benefit of good growth in the value and income from our investment portfolio, our financial position would have been difficult.

Governance

During 2016, Trustees implemented a strategic plan to ensure the fund was well placed to address issues relating to its work in the future. A survey of applicants was also drawn up to gather opinions from members on the work of the fund. This will be circulated and reviewed in 2017.

The main focus of the Trustees during 2016, in terms of governance, was in reviewing the website in readiness for updating and to begin to look at ways of increasing our income streams, as well as promoting the work of the fund.

Applications for Assistance

The number of applications during 2016 reduced by 28% over the previous year, and this continues a trend from the previous year when there had been a fall of 14%. The amount paid in grants reduced by £12,174 – a reduction of 27% - compared with 2015, 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 the major proportion of grants paid has been to Napo members, being 70% of the total grants payments, and once again we have paid to Napo members more than twice as much as we received in the Napo donation. The number of applications received was 102, and of these 17 applications were refused or withdrawn, usually on grounds that the applicants were not eligible, and 11 applicants were referred to the other Union Welfare Funds. In 4 of those cases we did eventually provide grants totalling £1,700, 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.

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 now advising 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 organisation

Final Thoughts

This is my first Annual Report as Chair of Trustees and I hope that during 2016 we have been able to build on the good work achieved during Anne King's term as Chair of Trustees, at a time of considerable change, when the operations of the fund have been radically modernised. In 2016 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 has been a year in which we have had to adapt to fit a reduced budget as we have seen a significant reduction in both our NAPO grant and the support we receive from the CSIS Fund. We have done this in part by reducing our management and governance costs as far as possible. However, we have also seen a reduction in applications this year, mainly from within the Community Rehabilitation Companies and Family Courts where we have struggled to promote the activities of the Fund. The Fund has had to withdraw funds from our investments this year to meet the needs of applicants but we have also benefitted greatly by catching up with Gift Aid claims for previous years.

The Trustees have considered how the Fund could operate in the future, but are very aware that unless we can improve our income streams the future will be uncertain. We now consider fundraising at every Trustees meeting and have undertaken a survey of applicants to help us understand how best to do this. We have recruited a Secretary to Trustees with a background in fundraising that we hope will help us develop ideas further. Our research suggests that the most sustainable long term way to achieve this would be for many more people to consider making comparatively small monthly 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.

2016 has also been 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 2016 we continued work on a major revision of the Edridge Fund website, We can now report that the new website went online in mid July 2017 This has been achieved by a collaboration between David Cox, our Business Officer, and Doug Stevenson our 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 would encourage all members to have a look and check it out- hope you like the changes.

Once again, we are very grateful for the support of Napo staff and officers and we have been lucky to move our office address with NAPO to their new premises. NAPO AGM in 2016 was our best ever for fundraising and contact with members at our stall. In addition, a motion was passed to re-establish a percentage funding formula for our grant from NAPO that will see our grant increase in 2017 and we are very heartened by this support.

Whilst we have continued in 2016 to operate in difficult circumstances, the Trustees hope that we have made some changes this year that will enable us 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 for a new Trustee so please consider joining us!

Charlotte Dunkley – Chair of Trustees
August 2017

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 2017

Jeanne Peall – Honorary Treasurer
August 2017

**STATEMENT OF FINANCIAL ACTIVITIES (incorporating an Income and Expenditure Account)
FOR THE YEAR ENDED 31 DECEMBER 2016**

	Notes	2016 £	2015 £
INCOMING RESOURCES FROM GENERATED FUNDS			
Voluntary Income			
Regular Donations and Gifts		7,876	9,473
Contribution from Napo		10,000	20,162
Bequests		Nil	Nil
Corporate Charity Donation	10a	10,000	15,000
Activities for generating funds			
Fund Raising (including 50/50 Club subscriptions)	6	4,524	3,593
Sale of merchandise		144	307
Investment & Interest Income			
Investment Income		5,910	4,716
Bank Interest (including Investment Account)		Nil	Nil
Incoming Resources from Charitable Activities			
Contributions from members, branches and others		3,886	6,821
Net Profit(Loss) on Christmas Cards		805	835
Total Incoming Resources		<u>43,145</u>	<u>60,907</u>
RESOURCES EXPENDED			
Costs of Generating Funds			
Promotional / Fund Raising activities		236	256
Investment Management Fees		2,841	3,026
Website Expenses		504	504
50/50 Club Prizes		1,401	1,441
Purchase of Merchandise		142	180
	<i>subtotal</i>	<u>5,124</u>	<u>5,407</u>
Net Resources available for Charitable Application		<u>38,021</u>	<u>55,500</u>
Costs of Charitable Activities			
Grants paid -		33,080	45,254
Management & delivery of the charity's purpose	2	12,646	13,047
Governance Costs	4	479	867
Total Resources expended		<u>51,329</u>	<u>64,575</u>
		2016	2015
	Notes	£	£
Net Operating Surplus/(Deficit) for the Year			
Before Gross transfers		<u>(8,184)</u>	<u>(3,668)</u>
Gross Transfers between Funds		(15,000)	Nil
Net Incoming Resources before Gains & Losses		(23,184)	(3,668)
Other Recognised gains (losses)			
Realised gains/(losses) on investments		29,181	(8,971)
Unrealised gains/(losses) on investments		3,006	7,772
Net Movements in Funds		9,003	(4,867)
Total funds brought forward		197,490	202,357
Total Funds Carried Forward		<u>206,493</u>	<u>197,490</u>

BALANCE SHEET

As at 31st December 2016

	Notes	2,016	2015
		£	£
FIXED ASSETS			
Tangible Assets	3	Nil	Nil
Investments	9	181,963	178,957
CURRENT ASSETS			
Debtors	7a & 8	2,976	5,921
Cash at Bank and in Hand		<u>26,322</u>	<u>19,165</u>
		<u>29,298</u>	<u>25,086</u>
Creditors			
Amounts falling due within one year			
Accruals	5	<u>(4,768)</u>	<u>(6,553)</u>
Net Current Assets		<u>24,530</u>	<u>18,533</u>
Total Assets less Current Liabilities		<u>206,493</u>	<u>197,490</u>
Net Assets		<u>206,493</u>	<u>197,490</u>
Income Fund and Reserve			
General Reserve as at 31st December 2015		<u>206,493</u>	<u>197,490</u>
Total Funds available to the Fund		<u>206,493</u>	<u>197,490</u>

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

Charlotte Dunkley – Chair of Trustees August 2017

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

Notes forming part of the Accounts

FOR THE YEAR ENDED 31 DECEMBER 2015

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

		2016	2015
	Notes	£	£
Staff Salaries	2a	10,421	10,664
Office Services including rent		612	612
General Office costs /equipment maintenance		636	1,040
Equipment purchase		191	nil
Insurance		671	644
Bank Charges		115	87
Depreciation of Fixed Assets	3	<u>nil</u>	<u>nil</u>
		<u>12,646</u>	<u>13,047</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	2015
	Notes	£	£
Staff & Trustees Expenses	4a	342	784
Independent Examiner's Fee		Nil	Nil
Napo Conference Expenses		137	83
Trustees Training		<u>Nil</u>	<u>Nil</u>
		<u>479</u>	<u>867</u>

(a) Expenses paid to Staff and Trustees were for travel to meetings and associated costs, including refreshments. M No fees were incurred for use of meeting rooms, which were provided by Napo and two other organizations, free of charge. Expenses were reduced by 44% because of reduced travelling costs, and two of the Trustees were assisted with expenses from other sources.

5. CREDITORS

	£
Website charges for 4 th quarter	126
Staff Salaries to be paid to Napo	4,342
Cost to Napo for mail forwarding	65
50/50 Club Prizes for 2016 paid in 2017	<u>235</u>
	<u>4,768</u>

6. FUND RAISING	£
Fund Raising & Sponsored events	1,716
50/50 Lottery Club subscriptions *	<u>2,808</u>
	<u>4,524</u>

*This means that the net benefits to the Fund from the 50/50 Club is £1,408 for the current year, which is the same as the previous year.

7. GIFT AID

Gift Aid Claims carried forward from the 2015 accounts as debtors and updated for current tax year

	<i>Notes</i>	£
Revised total of Gift Aid Claims anticipated during 2017		4,200
Less adjustment to Debtors from 2015		<u>1,284</u>
Balance of estimated Gift Aid carried as Debtors	7a	<u>2,916</u>

a. In previous accounts we have reported on our efforts to bring our Gift Aid tax refunds up to date. We have made significant progress on this and during 2016 we received refunds for two previous years, and during 2017 we have received on further refund, and completed the returns on further years. However, in view of actual amounts received we have adjusted the amount we anticipate to receive during 2017.

8. DEBTORS

	<i>Notes</i>	£
Gift Aid payable (estimated)	7a	2,916
Christmas Cards (based on actual receipts in 2017)		<u>60</u>
		<u>2,976</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	

Constitution

(Formulated by the 1956 AGM; last amended by the 2016 AGM)

1. Name

The name of the Association shall be Napo – the trade union and professional association for family court and probation staff.

2. Objects

As a professional association and independent trade union, the objects of the Association shall be:

- (a) To protect and promote the interests of members.
- (b) To combat racism, oppression and discrimination and to actively oppose all forms of harassment, prejudice and unfair discrimination whether on the grounds of sex, race, ethnic or national origin, religion, colour, class, caring responsibilities, marital status, sexuality, disability, age, or other status or personal characteristic.
- (c) To promote full equality of opportunity for all including through:
 - (i) collective bargaining, publicity material and campaigning, representation, union organisation and structures, education and training, organising and recruitment, the provision of all other services and benefits and all other activities;
 - (ii) the union's own employment practices.
- (d) To ensure collective action on matters affecting the interests of members; to improve their salaries, conditions of service and superannuation.
- (e) To formulate and execute policies which improve the work and development of the Probation Service and the Children and Family Court Advisory and Support Service (Cafcass) and which address issues of criminal justice and social welfare;
- (f) To co-operate with others in pursuit of the objects of the Association.
- (g) To collect, maintain and administer funds for all or any of the above purposes.

3. Political Fund

- (a) This Association shall establish and maintain a political fund to finance such activities in pursuit of the objectives of the Association which are deemed political under the Trade Union and Labour Relations (Consolidation) Act 1992.
- (b) The political fund shall be administered in accordance with such rules as shall be established by a General Meeting or the NEC and approved by the Certification Officer.

4. Membership

- (a) The following persons in England, Wales and Northern Ireland shall be eligible to be full members of the Association:
 - (i) *Persons paid on a salary scale drawn from those which the Association is involved in negotiating and employed by an organisation delivering probation, rehabilitative or family court services'.*
 - (ii) *Those intending to seek employment as defined in clause 4(a)(i) and undertaking a course of training leading to an appropriate qualification for such an appointment.*
 - (iii) *Those who have been made redundant from employment as defined in clause 4(a)(i) and wish to return to such employment.*
 - (iv) *Those unemployed persons who have been employed as defined in clause 4(a)(i) who are seeking to return to such employment following resignation within the previous year or such longer period as the NEC may allow in individual cases.*
 - (v) *Those who wish to find employment as defined in clause 4(a)(i) and have obtained an appropriate qualification but who have never found such employment.*
 - (vi) *Persons from time to time designated by the NEC.*
 - (vii) *Those employed by agencies though working in an organisation delivering probation or family court services.*

- (b) Professional Associate Members shall be:
- (i) *Former probation or family court staff who become teachers making a substantial contribution to the training of future probation or family court officers.*
 - (ii) *Social workers in Scotland working with offenders.*
 - (iii) *Social work staff in Wales employed by Cafcass Cymru.*
 - (iv) *Probation and other relevant staff working on the Isle of Man or the Channel Islands.*
 - (v) *Social work staff of approved probation hostels.*
 - (vi) *Other staff employed in community rehabilitation or Cafcass who share the professional aims of the Association but who are not eligible for full membership under clause 4(a).*
 - (vii) *Retired full members.*
- (c) Associate members shall be:
- (i) *Retired full members.*
 - (ii) *Other persons not eligible for membership under clause 4(a) who are in sympathy with the objects of the Association.*
- (d) Corporate associate membership may be granted by the NEC to groups or societies on such conditions as it may determine from time to time.
- (e) The NEC may at its discretion confer honorary life membership on a retired full member who is considered to have made an outstanding contribution to the work of the Association. Honorary life members shall enjoy all the benefits of associate membership but shall not pay subscriptions.
- (f) Applications for membership shall be made on an approved form issued by the Association and such applications shall be endorsed on behalf of the appropriate branch as defined in clause 21(b). The NEC shall consider ratification at the first meeting immediately after the date of the application. If ratified membership shall be counted as of the date of the application.
- (g) An applicant for membership refused endorsement under the foregoing clause may appeal to the NEC, which, having heard any representation from the branch concerned, shall be empowered to accept such an applicant into membership.
- (h) On being accepted into membership of the Association, each member shall be provided with a copy of the constitution and any appendices thereto.
- (i) Only full members shall be eligible for election as an Officer of the Association, an Officer of a Branch, a Branch NEC Representative or to any committee negotiating salaries or conditions of service.
- (j) Where this constitution refers to the number of full members, this shall be the number of full members on the 31 December of the preceding year except that until that number is certified by the General Secretary, the number certified for the previous year shall continue to apply. The General Secretary shall certify the number of full members not later than the 31 March in each year.

5. Subscriptions

- (a) Subscriptions of members shall be determined, or revised, by a General Meeting after consideration of any recommendation of the NEC or the Officers. Until subscription rates are revised the existing rates shall remain in effect.
- (b) Subscriptions of full and professional associate members shall fall due on the last day of each calendar month and shall be paid in accordance with rules laid down by the NEC. In other cases the arrangement for payment shall be subject to the General Secretary's agreement. Membership will lapse if at any time a member is more than three months in arrears. Lapsed members will be reinstated when these arrears are paid.
- (c) Subscriptions of associate members shall fall due on 1 January and shall be paid annually except by special arrangement with the General Secretary.
- (d) The General Secretary shall have power to remit payment of the whole or part of any annual subscription in individual cases.
- (e) Full members who are unemployed or on maternity leave shall be exempted from payment of subscriptions.

6. Conduct of Meetings

- (a) Minutes shall be kept of all General Meetings, committee meetings, sub-committee meetings and meetings of branches and their committees.
- (b) A formal monitoring process shall apply to all General Meetings, Committee Meetings, Sub-Committee Meetings and meetings of branches and their committees.
- (c) General Meetings shall be conducted in accordance with the Standing Orders set out in Appendix A of this constitution.
- (d) NEC meetings shall be conducted in accordance with standing orders determined by the NEC.
- (e) With the permission of the Chair associate members may speak at any meeting of the Association.
- (f) Professional Associate Members may speak and vote at any meeting of the Association, except on a motion relating to salaries or conditions of service.

7. Voting

- (a) All full members, and professional associate members, subject to clause 6(f), shall be entitled to one vote each in every division of any General Meeting at which they are present.
- (b) All full members, and professional associate members subject to clause 6(f), shall be entitled to one vote each in every division of any meeting of their branches at which they are present.
- (c) Except as provided for in clause 7(d) all full members shall be entitled to one vote each in every ballot of the Association or of their branches.
- (d) In all ballots under Section 28 on disputes any members who will be called on to act in the industrial action in question shall be entitled to one vote, but no other members shall be entitled to vote.
- (e) Except as provided for in clauses 6(f), 16(e), 16(f), 28(m) and 28(p), all elected members of a committee of the Association shall be entitled to one vote each in every division of any meeting at which they are present.
- (f) Except as provided for in clause 29(e) associate members shall not be entitled to vote.
- (g) Ex-officio members of committees shall not be entitled to vote.
- (h) Except as provided elsewhere in this constitution, decisions of meetings shall be by a majority vote.
- (i) In the event of a tie in any division of a meeting or committee, the chair shall have a casting vote.
- (j) In the event of a tie at the end of the agreed voting procedure in any election for an office, the decision shall be made by the casting of lots.
- (k) The NEC shall make rules for the conduct of ballots specified in clauses 9(b), 9(d), 12(c), 16(c), 21(g), 21(k), 27(a), 27(b), 29(e) and 30(a). Such rules shall be binding on the Association and all branches.

8. President and Vice-Presidents

- (a) A President and Vice-Presidents may be appointed annually.
- (b) A candidate for President or Vice-President shall be proposed and seconded by full members of the Association with the written consent of the candidate and shall be appointed by a majority decision of an AGM.
- (c) A President or Vice-President shall take no part in the Association's decision-making processes.

9. Officers

- (a) The officers of the Association shall be full members of the Association as per Clause 4(a)(i) and consist of the Chair and five Vice-Chairs; of the five Vice-Chairs one will be an employee of Cafcass.
- (b) The officers shall be elected by a secret ballot of full members, to be held at a convenient time prior to the AGM. They shall take office at the AGM following the election. They shall hold office until the AGM two years after they took office. They shall be eligible for re-election. The Chair and Vice-Chairs may serve a maximum of two terms (four years) successively in the same office.
- (c) Candidates for election as an officer shall be nominated in writing by branches with the consent of the nominee. Nominations shall be delivered to the General Secretary not less than three calendar months before the date of the AGM.
- (d) Should an officer for any reason cease to hold the office to which she or he has been elected before the period of office expires, the NEC shall be empowered to fill the vacancy by:
 - (i) the appointment of an acting Chair or Vice-Chair,
 - or;
 - (ii) inviting nominations for the vacant post and conducting an election by secret ballot of all full members.
- (e) An officer acting or elected in accordance with clause 9(d) shall serve until the completion of the term originally to be served by the officer they have replaced. The period of office shall be deemed to be a full term if it exceeds twelve months; any shorter period shall be disregarded for the purposes of clause 9(b).
- (f) The Chair shall preside at General Meetings and NEC meetings at which she or he is present. The Chair shall have discretion to invite a Vice-Chair to preside.
- (g) The officers shall have the power to act between meetings of the NEC in the interests of the Association. They shall report to the next meeting of the NEC on all such actions and decisions taken.
- (h) The officers shall act as employers on behalf of the NEC. They shall report to the next NEC on all such actions and decisions taken.
- (i) The officers shall act as trustees on behalf of the Association in accordance with Section 10. They shall report to the next NEC on all such actions and decisions taken.

10. Trustees

- (a) The trustees of any property owned or leased by the Association shall be the officers of the Association.
- (b) The trustees shall not be:
 - (i) liable for any involuntary loss suffered by them nor for any damage done by any other person to the property;
 - (ii) accountable for more money than comes to their hands; or
 - (iii) responsible for the repair and upkeep of the property, except to the extent of funds available or supplied to them for that purpose.

11. Officials and Administrative Staff

- (a) The officials shall be the General Secretary, the Assistant General Secretaries, National Officials and such other posts as the NEC shall decide. All other employees shall be the administrative staff. All staff shall be employed by the NEC.
- (b) The General Secretary shall manage the affairs of the Association and act as chief negotiator as directed by the NEC. The General Secretary shall be responsible for the officials and the administrative staff.
- (c) Officials and administrative staff shall be responsible to the General Secretary.
- (d) Except in special circumstances the General Secretary shall be present at each General Meeting and each meeting of the NEC.
- (e) Except in special circumstances the other officials shall be present at each General Meeting. They may be required to attend particular meetings of the NEC for the purpose of providing factual information or technical or professional advice in respect of matters which the NEC needs to take into account in carrying out its functions.
- (f) The General Secretary shall have the right to speak on any business at all meetings and committees.
- (g) The officials shall not be entitled to vote.
- (h) The General Secretary shall arrange for a report on any actions taken on behalf of the Association to be presented to the next NEC.
- (i) It shall be the responsibility of the General Secretary to arrange that minutes are taken of each General Meeting and of meetings of the NEC.
- (j) Except as specified in clauses 11(b), (c) and (d), any reference to the General Secretary in this constitution includes an Assistant General Secretary acting on her or his behalf.

12. Appointment of Employees

- (a) The NEC shall be responsible for the appointment of all employees and shall have the power to delegate under clause 12(b) the authority to appoint employees. All appointments shall be in accordance with the Association's equal opportunities policy.
- (b) If it is necessary to appoint an official other than the General Secretary, the NEC shall convene a staffing sub-committee consisting of no less than four and no more than five members of the NEC, usually including the Chair and a Vice-Chair. The General Secretary may be appointed to the staffing sub-committee ex-officio.
- (c) The General Secretary shall be elected by secret ballot of full members every five years. The election shall be held at a convenient time prior to the five year period elapsing. She or he shall be eligible for re-election.
- (d) Nominations to the election for the post of General Secretary shall be governed by procedures agreed from time to time by the NEC. Applicants for election will be considered by a staffing subcommittee of the NEC, consisting of no less than four and no more than five members of the NEC, usually including the Chair and a Vice-Chair and a co-opted member of the recognised trade union for Napo staff (in line with 12(f) below). Only applicants deemed 'electable' by the staffing sub-committee shall then go forward for nomination in writing by branches/sections or the NEC, with the consent of the nominee.
- (e) Should the General Secretary for any reason cease to hold the office to which she or he has been elected before the period of office expires, the NEC shall be empowered to fill the vacancy by:
 - (i) The appointment of an acting General Secretary who may be an Assistant General Secretary. Such an appointment shall not be for longer than one year.
 - (ii) Inviting nominations for the vacant post and conducting an election by secret ballot of all full members.
- (f) A staffing sub-committee appointed under clause 12(b) shall co-opt without power to vote an employee who is a member of the recognised trade union if requested to do so by the representative of that trade union.
- (g) If it is necessary to appoint an administrative employee, there shall be a staffing panel comprising not less than one officer, the General Secretary and an employee who is a member of the recognised trade union.
- (h) A staffing sub-committee or panel shall report to the next meeting of the NEC on all actions and decisions taken.
- (i) There shall be a union recognition agreement between the Association and the employees. The NEC shall have the power to delegate to the officers the authority to act on its behalf in negotiations with the union. The officers shall report to the next meeting of the NEC on all such actions and decisions taken.

- (j) All employees shall be entitled to be members of and to take part in the affairs of the recognised trade union.
- (k) The terms and conditions of service for all employees shall be determined by agreement between the NEC and the recognised trade union.

13. General Meetings

- (a) A General Meeting shall be the supreme policy making body of the Association.
- (b) All members may attend General Meetings. Only full and professional associate members may take part in debate except by permission of the chair.
- (c) A General Meeting shall be quorate when 150 full and professional associate members and representation from at least 15 branches are registered not later than a date fixed by the NEC. Sessions of General Meetings shall be quorate when 150 full and professional associate members are present in the hall.
- (d) There shall be a Steering Committee for General Meetings comprising six members who shall serve for three years, two retiring each year. Vacancies shall be filled annually from branch nominees elected by a secret ballot of full members. Retiring members of the committee shall be eligible for re-election. A maximum of three men may be elected to the committee. The NEC shall fill any casual vacancies by appointment for the remainder of that term. The General Secretary, the Chair and the immediate past Chair shall be members of the Steering Committee ex-officio. The immediate past Chair shall remain a member until the AGM following that at which she or he ceases to hold office.
- (e) The press shall be invited to all sessions of the General Meetings but may be excluded at the ruling of the chair of the meeting during discussion of confidential matters.

14. Annual General Meetings (AGM)

- (a) There shall be an AGM in each year.
- (b) Notice of the AGM, giving the proposed date and place of the meeting and the particulars of the nature of the business to be transacted, shall be circulated to all members entitled to attend not less than six calendar months before the proposed date of the meeting.
- (c) The Annual Report and the audited statement of accounts shall be presented for approval to the AGM.
- (d) An auditor or auditors shall be appointed by the AGM, shall serve until the next AGM and shall be eligible for re-appointment.

- (e) The AGM shall consider any motion of which notice has been given in writing to the General Secretary by the NEC or any of its committees, a branch, the PSO Forum, or two full or professional associate members, not less than eight weeks before the date of the AGM. The General Secretary shall circulate to the NEC, its committees, branches and full and professional associate members details of all such motions not less than six weeks before the date of the AGM.
- (f) Notice of proposed amendments to motions shall be given in writing to the General Secretary by the NEC, any of its committees, a branch, the PSO Forum, or two full or professional associate members not less than two weeks before the date of the AGM. Details of the proposed amendments shall be available at the AGM.
- (g) In exceptional circumstances if it is deemed necessary in the interests of the furtherance of the objects of the Association, the NEC, or the Officers acting between meetings of the NEC, may vary the deadlines in clauses (b), (e) and (f) above.
- (h) Subject to Standing Order 7 the AGM shall also consider any emergency motion of which notice has been given in writing to the General Secretary, or at the AGM to the chair of the Steering Committee acting on behalf of the General Secretary, by the NEC, any of its committees, a branch or two full or professional associate members.
- (i) The Steering Committee shall arrange the order of business and the detailed arrangements, including the timetable, for each session of the AGM.
- (j) Visitors invited by the NEC may attend such parts of the AGM as shall be determined by the NEC, subject to the ruling of the chair of the meeting.

15. Special General Meetings (SGM)

- (a) A Special General Meeting shall be held either:
 - (i) as determined by the NEC; or
 - (ii) within eight weeks of the receipt by the General Secretary of a call for such a meeting, stating the purpose and signed by not less than 10% of full members representing not less than 10 branches.
- (c) Where more than one SGM has been called, they shall be held in the order in which the calls were received by the General Secretary. For the purpose of this clause a call by the NEC for an SGM shall be deemed to have been received on the date of the NEC meeting.
- (d) Notice of an SGM, giving the date and place of the meeting and particulars of the business to be transacted, shall be sent to all members entitled to attend not less than two weeks before the date of the meeting.
- (e) The Steering Committee shall have duties at an SGM similar to those at an AGM.

16. National Executive Committee

- (a) The National Executive Committee shall have responsibility for the furtherance of the objects of the Association. It shall carry out the policy of the Association as determined by General Meetings. It shall also have power to act on behalf of the Association and to formulate interim policy between General Meetings. It shall transact and oversee the general business of the Association and have responsibility for its financial affairs. It shall report to the next AGM upon all actions and decisions taken during the year.
- (b) The NEC shall consist of the Chair, Vice-Chairs, a representative of each branch of the Association and two black members elected in accordance with clause 16(c).
- (c) The Association will elect bi-annually by secret ballot two black representatives to the NEC. Where two people are elected at least one shall be a woman. Neither may hold the post for more than four years in succession. Candidates for election as a black representative to the NEC shall be nominated in writing by branches with the consent of the nominee. Nominations shall be delivered to the General Secretary not less than three calendar months before the date of the AGM.
- (d) The immediate past Chair of the Association shall be an ex-officio member of the NEC until the AGM following that at which she or he ceased to hold office as Chair.
- (e) Except as otherwise provided for in this constitution every member of the NEC shall have power to vote at its meetings as follows: the Chair, Vice-Chairs and black representatives elected in accordance with clause 16(c) shall each have one vote; each branch representative shall have one vote for each 50 full members or part thereof in the branch.
- (f) The NEC shall, with the assent of a quarter of the representatives present, decide any question by a card vote. A card vote shall be determined on the basis of one vote for each full member of the branch.
- (g) A quorum of the NEC shall consist of 2/3rds of voting members.
- (h) Notice of any matters to be included in the agenda for any meeting of the NEC shall be received in writing by the General Secretary not less than 28 days before the date of the meeting.
- (i) The General Secretary shall cause to be sent to each member of the NEC and each Branch Secretary a copy of the notice of any meeting of that committee together with the agenda of the business to come before it, not less than 21 days before such meeting is to be held.
- (j) A copy of any rules made by the NEC under the provisions of this constitution shall be sent to all members.
- (k) In exceptional circumstances the officers of the Association may call a special meeting of the NEC. A special meeting of the NEC shall be held within 14 days if requested by one quarter of NEC representatives in writing to the General Secretary.
- (l) All officials and administrative staff of the Association shall be employed by the NEC. It shall have the power to delegate any actions or decisions to the officers in accordance with clauses 9(g) and 9(h).

- (m) Matters relating to the employment of individuals by the Association shall be treated as confidential to NEC members only, unless designated otherwise by the Chair.
- (n) The NEC shall elect a Grievance Panel of six NEC branch representative members each year. In dealing with a grievance from one of the Association's employees, the panel shall act with the full authority of the NEC. It shall have the power to give instructions to the officers, staff and committees of the NEC. It shall report to the next NEC after it meets on any actions or decisions taken.

17. Committees of the NEC

- (a) The NEC shall have the power to appoint committees and determine their terms of reference. Except as provided for in Section 19 on anti-racism or by specific resolution of a General Meeting the NEC shall determine the composition, size and method of election of each committee.
- (b) No member of a committee shall be elected as a full member for more than five years in succession.
- (c) The NEC may give any committee power to co-opt additional members of the Association with or without powers to vote, but may at the same time limit the number of additional members who may be so co-opted.
- (d) The Chair of the Association shall be a member of all committees ex-officio. She or he shall have discretion to delegate a Vice-Chair to attend instead.
- (e) Every committee and the officers of the Association shall submit business reports to such meetings of the NEC as the NEC shall determine. The NEC may invite a representative of each of its committees to attend particular meetings of the NEC in order to present such reports and for the purpose of providing factual information or technical or professional advice in respect of matters which the NEC needs to take into account in carrying out its functions.
- (f) The NEC shall delegate the election of a Family Court Committee, which shall have responsibility for all professional, campaigning and training issues that are relevant to the Family Court Section, to the Family Court Section AGM.
- (g) Where the business of a committee concerns the interests of all members as defined in Section 4(a)(i), one place shall be reserved for a member of the Family Court Section.

18. Equal Rights Committee

The NEC shall elect annually an Equal Rights Committee which shall have responsibility for implementation and monitoring of all equal rights policies.

19. Anti-Racism

- (a) The NEC shall ensure that there is at all times a National Committee which monitors the implementation of the Anti-Racism Policy.

- (b) Branches shall elect annually to the Branch Executive Committee an Anti-Racism Officer who shall be an officer of the branch and who shall seek to ensure that the Association's commitment to combat racism is pursued at branch level. She or he shall liaise with the Anti-Racism Monitoring Committee and report to it on the implementation of the Anti-Racism Policy Statement.
- (c) Racist behaviour shall be deemed to be in breach of the objects of the Association; a member who displays such behaviour shall be liable to disciplinary action in accordance with the procedures in Section 28.
- (d) Branch Officers shall inform the Anti-Racism Monitoring Committee of any complaints from members concerning racism specifying the nature of the complaint, the action being taken and the eventual outcome.
- (e) The NEC shall ensure that black members are able to participate fully at all levels of activity within the Association.

20. Negotiating Committees

(a) Probation Negotiating Committee

- (i) The NEC shall have power to appoint a Negotiating Committee which shall elect the Napo members of the Trade Union Side of the National Negotiating Council of the Probation Service. No member of the Committee shall be elected as a full member for more than five years in succession. The NEC shall ensure that each grade of employee for which the Association negotiates is adequately represented.
- (ii) The Chair of the Association shall preside at meetings of the Negotiating Committee but shall have a casting vote only.
- (iii) Each elected member of the Negotiating Committee shall have one vote in divisions within the Committee, and decisions within the Committee shall be taken on the basis of a simple majority vote. Should the Committee thus take a decision which a majority of the representatives of any grade represented considers to be seriously prejudicial to the interests of that grade, an objection may be recorded to that decision. Where such an objection is recorded the decision shall be referred to the NEC. No action shall be taken on that decision until the NEC has decided the issue after considering the majority view of the Negotiating Committee and the view of the grade representatives who recorded an objection. The decision of the NEC shall be binding on the Negotiating Committee.
- (iv) The Negotiating Committee is a sub-committee of the NEC and shall act within the policy of the Association. In annual salary negotiations the claim to be submitted to the employers shall first be presented to the NEC for ratification. The Negotiating Committee shall report regularly and in detail to members of the NEC and to branches on the progress of negotiations. At any point during the negotiations a special meeting of the NEC shall be held within 14 days if requested by the Negotiating Committee or by one quarter of the NEC representatives in writing to the General Secretary.

- (v) Any provisional agreement made by representatives of the Association about salaries shall be referred to branches for ratification. The Negotiating Committee shall also have the discretion to refer any offer on national salary scales to branches for a decision.
- (vi) When a referral is made under clause 20(a) (v) each branch shall be instructed to hold a meeting or meetings within twenty-eight days to consider the question referred. The agreement or offer shall be ratified if a majority of full members present and voting at branch meetings supports it. The General Secretary shall inform Branch Secretaries in writing of the details of the voting of all the branches. Meetings of the branch for the purpose of pay ratification only, need not be quorate.

(b) Cafcass Negotiating Committee

- (i) The NEC shall have the power to appoint a Negotiating Committee which shall elect the Napo members of the Trade Union Side of the Cafcass National Partnership Committee. The NEC shall delegate the election of a Negotiating Committee to the Family Court Section AGM. No member of the Committee shall be elected as a full member for more than five years in succession. The Family Court Section AGM shall ensure that each grade of employee for which the Association negotiates is adequately represented.
- (ii) The Vice-Chair (Cafcass) shall preside at meetings of the Cafcass Negotiating Committee but shall have a casting vote only.
- (iii) The composition, procedures and standing orders of the Cafcass Negotiating Committee shall be set out in the constitution of the Family Court Section.
- (iv) The Negotiating Committee is a sub-committee of the NEC and shall act within the policy of the Association. In annual salary negotiations the claim to be submitted to the employers shall first be presented to the NEC for ratification. The Negotiating Committee shall report regularly and in detail to members of the NEC and to the Section on the progress of negotiations. At any point during the negotiations a special meeting of the NEC shall be held within 14 days if requested by the Negotiating Committee or by one quarter of the NEC representatives in writing to the General Secretary.
- (v) Any provisional agreement made by representatives of the Association about salaries shall be referred to the Section for ratification. The Negotiating Committee shall also have the discretion to refer any offer on national salary scales to the Section for a decision.
- (vi) When a referral is made under clause 20(b)(v) the Section shall be instructed to hold an e-ballot of all members of the Section within twenty-eight days to consider the question referred. The agreement or offer shall be ratified if a majority of full members supports it. The General Secretary shall confirm with the Section the details of the voting.

21. Branches

- (a) Branches of the Association are constituted by warrant and listed in Appendix B to this constitution. The NEC shall have the power to create additional branches.

- (b) Except as provided in clause 21(c) branches shall consist of:
 - (i) All members as defined under 4(a)(i) employed in the area of the branch;
 - (ii) Any member as defined under 4(a)(ii), who may choose which branch to join;
 - (iii) All other members who reside in the area of the branch. Where a member's normal place of residence falls outside all branch areas, that member shall be a member of the branch of her or his choice.

- (c) In exceptional circumstances the NEC may allow a member to belong to the branch of her or his choice.

- (d) The objects of the Association shall be the objects of each branch.

- (e) The constitution of each branch and any alteration thereto shall be subject to approval by the NEC which may delegate authority for approval to the Chair. The Chair shall report any decisions to the next meeting of the NEC. Any amendment to the national constitution which consequentially amends the branch constitution shall do so immediately.

- (f) Each branch shall bear the expenses of its own business. Branches are entitled to grants from funds of the Association proportionate to branch membership at levels to be determined by the NEC.

- (g) Each branch shall elect its own officers and committees. Branch officers (as determined by the branch constitution) can be elected by a secret ballot of full members of the branch, to be held at a convenient time prior to the branch AGM or by show of hands at the branch AGM. They shall hold office until the branch AGM two years after they took office. They shall be eligible for re-election. Such branch officers may serve a maximum of two terms (four years) successively in the same office. The branch Vice-Chair (Finance) may serve a maximum of three terms (six years) successively in that office.

- (h) Candidates for election as a branch officer shall be nominated in writing with the consent of the nominee. Nominations shall be delivered to the branch secretary by a date agreed by the branch executive before the date of the branch AGM.

- (i) Should a branch officer for any reason cease to hold the office to which she or he has been elected before the period of office expires, the branch executive shall be empowered to fill the vacancy by:
 - (i) inviting nominations for the vacant post and conducting an election by secret ballot of all full members.

 - or;

 - (ii) the appointment of an acting branch officer to the vacant post

- (j) An officer acting or elected in accordance with clause 21(i) shall serve until the completion of the term originally to be served by the branch officer they have replaced. The period of office shall be deemed to be a full term if it exceeds twelve months; any shorter period shall be disregarded for the purposes of clause 21(g).
- (k) Each branch shall elect bi-annually by secret ballot two representatives to the NEC. Where two people are elected, at least one shall be a woman. Neither may hold the post for more than four years in succession. Only one representative per branch can attend, speak and vote at any meeting of the NEC. Observers may attend, with prior permission of the Chair, at the expense of the branch.
- (l) Each branch, with the exception of the Family Court Section, will hold an AGM not later than the last day of July in each calendar year. The Family Court Section will hold its AGM at the same time as the national AGM/Conference in each calendar year.
- (m) At the AGM of the branch, the branch executive committee shall present a report and the branch treasurer shall present an audited statement of branch accounts to the members of the branch. A copy of the report shall be forwarded to the General Secretary within seven days of such meetings.
- (n) Except as laid down under clause 21(p) no branch of the Association shall be dissolved except by the decision of a General Meeting of the Association held in accordance with the following procedure:
 - (i) The NEC must discuss allegations that a branch of the Association has acted outside the objects of the Association in a manner which seriously prejudices the interests of the Association and must pass a resolution that such allegations require further investigation.
 - (ii) Within 30 days of such a resolution the NEC shall meet to allow the officers and NEC representative of that branch an opportunity to answer the allegations made against the branch.
 - (iii) The NEC shall then discuss and vote on a motion to suspend all activities of the branch.
 - (iv) A General Meeting held within 90 days of the date of suspension shall discuss and decide upon dissolution of the branch by a vote of all full members present and entitled to vote.
 - (v) Any decision made under any of these sub-clauses must be supported by a two-thirds majority of those voting at each meeting.
- (o) Should a branch be dissolved under clause 21(k), all branch assets shall be returned to the NEC. The NEC shall ensure that members of the former branch shall be allocated membership of another branch or other branches. At a later date it may consider an application from full members of the former branch to create a new branch in that area under clause 21(a).
- (p) A branch wishing to dissolve may do so with the consent of the NEC. In the case of such voluntary dissolution all branch assets shall be returned to the NEC. The NEC shall ensure that members of the former branch shall be allocated membership of another branch or other branches.

22. Workplace Meetings

- (a) A Branch may decide to hold workplace meetings to facilitate discussion and decision-making on any issue save for the purpose of its Annual General Meeting.
- (b) The Annual General Meeting of a Branch shall agree a list of its workplaces, provided that all members are allocated to a workplace. A Branch Executive Committee may define additional workplaces, subject to ratification by the following AGM of the branch.
- (c) The Branch Secretary shall notify members of the date, time and location of a workplace meeting of the Branch and of the subject matter to be considered at such meeting. Notification should reach members not less than five days prior to the meeting.
- (d) Workplace meetings shall be scheduled to take place within 10 working days of each other on the same subject matter. All workplaces of the Branch shall be included in the schedule.
- (e) The Branch Chair shall chair each workplace meeting, save that he/she may delegate this responsibility to another member of the Branch Executive Committee in respect of any meeting.
- (f) The Branch Secretary shall take all reasonable steps to ensure that a register is kept of those attending a workplace meeting and that a note is taken of any decision reached and vote taken at each meeting. He/she shall retain these records in the usual way.
- (g) Members may attend and speak at any workplace meeting of their branch, but may vote only at the meeting of their own workplace.
- (h) The results of any votes cast at workplace meetings on the same subject matter shall be aggregated to produce the decision of the members of the Branch. The Branch Secretary shall communicate the aggregate result to all members of the Branch as soon as possible following the last meeting.
- (i) A Branch shall be quorate for the purpose of voting when the aggregate number of members attending workplace meetings is not less than the quorum (if any) established by the Branch constitution.
- (j) In its application to workplace meetings under this clause, clause 7 ("Voting") shall apply as follows:
 - para (b) – entitlement to vote – shall apply subject to para (g) of this clause
 - para (h) – decisions to be by a majority vote – shall apply to the aggregate vote provided for in para (h) of this clause
 - para (i) – Chair's casting vote – shall apply provided that the Branch Secretary shall notify members that the Chair has used his/her casting vote when communicating the aggregate result in accordance with para (h) of this clause.

23. Sections

- (a) Sections of members may be established by the NEC. A section may be composed of all those members within a sphere of employment designated by the NEC.
- (b) The constitution of any section and any alteration thereto will be subject to approval by the NEC. Any amendment to the national constitution which consequentially amends the section constitution shall do so immediately.
- (c) References in this constitution to 'branch' will also apply to 'section'.

24. Expenses

Expenses reasonably incurred on official duties on behalf of the Association shall be met from its funds. The NEC shall issue guidelines for claiming expenses.

25. Representation of Members

- (a) Any member seeking Napo representation on any grievance or disciplinary matter should make the initial request to a locally elected branch representative.
- (b) Unless it would appear to the National Officers to be unjust in the circumstances, Head Office staff are only to consider representing members when the referral comes through the relevant local representative.
- (c) When considered appropriate, representation may be by solicitor appointed under Section 25.
- (d) In order to be granted representation by Head Office or by solicitors appointed or approved by the Association a member must have been in continuous full membership for at least three months immediately prior to any incident requiring representation. Exceptions could be made in the interests of justice or the Association.

26. Legal Assistance

- (a) The NEC shall maintain a Legal and Representation Fund. The fund shall be financed by the transfer from the general funds of the Association based on a maximum limit of an average of the previous 5 years spend. The NEC shall in exceptional circumstances reserve the right to transfer additional funds in excess of this limit.
- (b) The fund may be used for granting legal assistance to members in accordance with this section or for any other purpose that the NEC may from time to time determine.

- (c) Subject to the terms in clause 26(d) the General Secretary may advance or pay to or for any full or retired full members such sums of money as she or he thinks fit to provide the beneficiary with legal assistance in any matters or proceedings arising:
 - (i) Out of or in the course of the member's employment, or
 - (ii) Out of any personal injury occurring in the course of the member's travel to or from such employment, or
 - (iii) While the member is engaged on Association business.

- (d) The terms are that:
 - (i) The General Secretary must be satisfied that the prosecution or defence of any legal proceedings by the beneficiary is reasonable;
 - (ii) The beneficiary must be willing to accept and act upon the advice of the General Secretary at all stages of any case or proceedings;
 - (iii) Unless it would be unjust in the circumstances, the member must have been in continuous full membership for at least three months prior to any incident giving rise to the application for legal assistance;
 - (iv) The member must have no arrears of subscription at the time of application and must continue to pay subscriptions during the legal case unless she or he ceases to be eligible for full membership or payment has been remitted by the General Secretary under clause 5(d).

- (e) The beneficiary shall be the member or a financial dependant of a member who dies while her or his legal case is proceeding or whose death is caused by an incident in connection with which legal assistance could have been granted.

- (f) Any full or retired full member denied legal assistance may appeal to a panel of three full members elected by the NEC to hear such appeals.

27. Benevolent Funds

- (a) The NEC shall maintain the Edridge Benevolent Fund of Napo. The fund shall be managed and administered by independent trustees in accordance with the Trust Deed executed on 20 June 1977 as it may from time to time be amended. Provided that the trustees, with the agreement of the NEC, may decide to dissolve the trust provided they are satisfied that its purposes will be met fully by any new trust fund which may be set up under clause 27(d) herein.

- (b) The power of appointment of new trustees shall be vested in the NEC of the Association for the time being so long as the Association shall exist and thereafter shall vest in the surviving trustee or trustees of the fund.

- (c) In exercising its power under the preceding clause the NEC shall specify such terms of appointment as it may consider to be appropriate having due regard for the interests of the beneficiaries of the fund.

- (d) The NEC shall have the power to set up and maintain other benevolent funds to assist those in need who are present or former probation staff or their dependants or those eligible for membership of the Association or their dependants.

28. Disputes Procedure

(a) NATIONAL

- (i) A General Meeting or the NEC may resolve that the Association is in dispute with the employers nationally and shall decide what action is appropriate. The General Secretary shall send to every branch and every full member written details of the dispute and conduct a secret ballot in accordance with rules made under clause 7(k).
- (ii) The Association shall not be committed to national industrial action unless this is supported by a majority of those members voting who are entitled to vote in accordance with clause 7(d).

(b) LOCAL

- (i) In any dispute which arises between a branch and a local employer in connection with any employment practice or condition of service and which the branch has failed to settle by representation or negotiation, the branch chair shall convene a meeting of the branch to consider the matter within 15 working days.
- (ii) If representation or negotiation has failed and the branch decides that industrial action should be considered, the branch chair shall report the whole facts to the General Secretary who shall endeavour to secure a settlement of the dispute. If the General Secretary fails to settle the dispute, she or he shall report the whole facts to the officers who shall if necessary submit the matter to the next meeting of the NEC.
- (iii) The NEC, or the officers, having satisfied themselves that the action proposed is not contrary to Association policy or prejudicial to the interests of the Association, shall instruct the branch chair to conduct a secret ballot in accordance with the rules made under clause 7(k) of this constitution. The Association shall not be committed to supporting such action unless this is supported by a majority of those branch members voting who are entitled to vote in accordance with clause 7(d).

- (c) Members of the Association will be expected to take part in industrial action taken by the Association in accordance with the Disputes Procedure.

29. Disciplinary Action

- (a) A member shall be liable to disciplinary action for conduct which seriously prejudices the interests of the Association or is contrary to its objects.
- (b) Disciplinary action under 29(a) should only be taken where attempts at resolution have failed or are judged inappropriate by the Branch Officers of the complainant's Branch or the National Officers subject to 29(g).
- (c) All stages of the disciplinary process shall be conducted in accordance with the principles of natural justice and shall be governed by rules approved by the NEC. Complaints should be dealt with at the lowest possible level within these procedures.
- (d) At every stage a member who is the subject of disciplinary proceedings shall have the right to be accompanied or represented at no cost to the Association and to be informed of any action taken. No member who is the subject of disciplinary action shall assume formal responsibilities within these procedures.
- (e) Should the member who is the subject of the complaint refuse to co-operate with the procedure it shall continue without their co-operation. Correspondence and documents shall be copied to the member concerned at all stages of the procedure.

- (f) Disciplinary action against a member may be initiated by the Officers of that member's Branch or in the event of a conflict of interest the National Officers on the receipt of a complaint that the member has behaved in a way that contravenes clause 29(a). If the Branch Officers or the National Officers resolve to initiate disciplinary action they shall inform the General Secretary who shall invoke the disciplinary procedure.
 - (g) If a complainant is not satisfied with the response to her or his complaint she or he may appeal to the NEC who shall investigate and decide whether or not the matter should be dealt with under the disciplinary rules. A panel of five Branch NEC representatives who have not been involved in the case shall be selected by the General Secretary for this purpose. In its composition the panel shall pay attention to race and gender. The decision of this panel is final.
 - (h) If, in the interests of the Association, it is deemed to be essential, the Branch Officers or the National Officers may suspend the member from participation in specified activities of the Association until the disciplinary matter is resolved.
 - (i) the full disciplinary procedure shall consist of:
 - (i) *an investigation;*
 - (ii) *a hearing;*
 - (iii) *an appeal by the member concerned.*
 - (j) An investigation shall be conducted by a panel of members from a neighbouring Branch, selected by that Branch's Chair, who are not otherwise involved in the disciplinary action. The panel shall, in its composition, pay attention to race and gender. The Investigation Panel shall decide whether or not there is a case to answer and report its findings to the member's Branch Chair and to the General Secretary.
 - (k) A disciplinary hearing shall be before a panel convened by the General Secretary comprising five branch representative members of the NEC. It shall not include a member of any branch otherwise involved in the disciplinary action and shall, in its composition, pay attention to race and gender.
 - (l) If the disciplinary panel is satisfied that the member concerned is guilty of conduct as defined in clause 29(a) it shall take one of the following actions:
 - (i) *impose a written warning as to future conduct;*
 - (ii) *disqualify from office in the Association for up to three years;*
 - (iii) *recommend to the NEC that the member be expelled from the Association.*
- The General Secretary shall be informed of the decision.
- (m) A recommendation by a Disciplinary Panel that a member should be expelled shall be considered by a meeting of the NEC. The member involved shall have the right to ten working days' notice of the date and place of the meeting and shall give the General Secretary five working days' notice in writing of her or his intention to attend. No NEC member who has

been involved in the case other than under clause 29(d) shall participate in the consideration. An expulsion must be approved by a two-thirds majority of the NEC members hearing the case. Otherwise the NEC shall impose a lesser penalty in accordance with clause 29(l) or shall dismiss the case. All decisions of the NEC shall be on the basis of one vote per member. Any mandate given by a branch to an NEC member shall be null and void.

- (n) Any penalty imposed under clauses 29(l) or 29(m) shall take effect immediately. Any suspension imposed under clause 29(h) shall be lifted when the case has been dismissed or a penalty has been imposed by the Disciplinary Panel or by the NEC.
- (o) A member who has been deemed by the Disciplinary Panel to have been guilty of conduct as defined in clause 29(a) and has been dealt with in accordance with clauses 29(l)(i) or 29(l)(ii), shall have the right of appeal against one or both of those decisions to the NEC. The member must give notice of that appeal in writing to the General Secretary within ten working days of the adjudication by the Disciplinary Panel. The appeal shall be heard by a panel selected by the General Secretary consisting of five Branch NEC Representatives who have not been involved in the case. In its composition the panel shall pay attention to race and gender. The Appeals Panel shall have the power to either endorse the decisions of the Disciplinary Panel or to vary the decisions by dismissing the case or by lessening the penalty imposed by the Disciplinary Panel under clause 29(l)(i) or 29(l)(ii).
- (p) A member who has been expelled by the NEC in accordance with clause 29(l) has the right to appeal against the expulsion to the next following Annual General Meeting of the Association. Notice of such appeal shall be given by the member to the General Secretary not less than ten working days before the commencement of the Annual General Meeting. The decision of the Annual General Meeting whether to endorse the decision of the NEC or to reinstate the member shall be by a simple majority vote. The expulsion imposed by the NEC shall remain in force pending an appeal to the Annual General Meeting.

30. Amendments

- (a) This constitution may only be amended by an AGM in 1995 and every third year thereafter unless the amendment is proposed by the NEC.
- (b) Notice of any proposed amendment to this constitution shall be given to the General Secretary by the NEC or by a branch of the Association not less than eight weeks before the date of the AGM at which it is to be considered. The General Secretary shall circulate to all branches and full members of the Association notice of any proposed amendment not less than six weeks before the meeting.
- (c) Notice of any proposed amendment to a constitutional amendment so circulated shall be given to the General Secretary by the NEC or a branch of the Association not less than two weeks before the meeting. Details of the proposed amendments to the proposed constitutional amendment shall be available at the AGM.
- (d) Subject to clause 30(e), this constitution shall be amended if any proposed amendment is supported by a majority of the votes cast.
- (e) Any proposed amendment passed by an AGM which has the effect of setting up a political fund by the adoption of appropriate objects shall take effect only upon being confirmed by a simple majority in a secret ballot of all individual members of the Association as set out in clauses 4(a), 4(b) and 4(c).

31. Dissolution

(a) The Association may be dissolved in the following manner:

- (i) By a motion passed at an AGM or SGM held in accordance with the provisions of Sections 13 to 15 that a secret ballot be taken for the purpose of clause 31(a)(ii). Provided that no such motion shall be considered, when proposed other than by the NEC, except on a signed request of ten percent of the full members of the Association;

AND

- (ii) By a resolution passed by at least two-thirds of the votes cast in a secret ballot of full members to the effect that the Association be dissolved.

(b) The NEC shall be responsible for the arrangements governing the conduct of such ballot as aforesaid and the precise wording of the resolution and shall ensure that such ballot is held within three calendar months of the date of the AGM or SGM referred to in clause 31(a)(i).

(c) A decision by ballot to dissolve the Association shall take effect after the discharge of the Association's just liabilities on such a date as the NEC shall determine but not being later than 12 months after the ballot. Any extension beyond this period shall only be by resolution of the NEC and each extension shall be limited to a period not exceeding four months.

(d) In the event of the Association being dissolved as aforesaid the funds and assets of the Association other than the assets of the Edridge Benevolent Fund or other fund, set up under Section 27, shall after all just liabilities have been provided for:

EITHER

- (i) be realised and divided among all full and retired full members in proportion to their respective lengths of membership;

OR

- (ii) be given or transferred to some other institution or institutions having objects similar to the objects of the Association, such institutions to be determined by the NEC, or to the Edridge Benevolent Fund or other fund set up under Section 26. These institutions shall be stated on the ballot paper and the funds and assets shall be shared between them in proportion to the wishes of the members expressed on the ballot papers.

(e) The choice between clauses 31(d)(i) and 31(d)(ii) shall be determined by a simple majority voting in the ballot.

APPENDIX A

STANDING ORDERS FOR THE CONDUCT OF GENERAL MEETINGS

1. Order of Business

There are four sessions in the day, the morning and the afternoon both being divided by a break. The first item of business in each session shall be the announcement of the timetable by the Steering Committee. This decision of the Steering Committee shall be final unless a challenge is made by at least four full members and supported by a two-thirds majority.

2. Chair - Maintenance of Order

- (a) Before speaking members must be recognised by the Chair, who shall decide the order of the speakers.
- (b) If the Chair calls a member to order, or for any other reason intervenes in the proceedings, no-one shall speak until the Chair permits.
- (c) If a member refuses to obey the Chair when called to order, the Chair may cause her or him to be expelled from the meeting. That member shall not be allowed to take any further part in the meeting until the meeting has been given a satisfactory apology.

3. Chair's Ruling

- (a) The ruling of the Chair on any question under Standing Orders or on points of order shall be final unless a challenge is made by at least four full members and supported by a two-thirds majority.
- (b) If a ruling by the Chair is successfully challenged but the Chair refuses to accept this challenge, the Steering Committee shall nominate someone else to Chair the remainder of that session.

4. Motions and Amendments

- (a) Unless a majority of full members present and voting agree otherwise, a motion or amendment must be proposed and seconded in person by the two members who placed it on the agenda or by two full members of the branch or committee which did so.
- (b) The motion on any particular subject is referred to as the '*original*' motion; all succeeding motions on that subject are referred to as '*amendments*'. If a motion is amended the resulting motion is known as the '*substantive*' motion.
- (c) Before beginning the proposal speech the mover of the original motion may indicate that she or he accepts one or more amendments. If a majority of the meeting agrees, the motion shall be amended without debate.

- (d) Any remaining amendments will be debated in turn after the original motion has been proposed and seconded. When an amendment has been proposed, no further amendment may be discussed until the current amendment has been dealt with.
- (e) If an amendment is carried, the original motion is amended accordingly and any further proposed amendments apply to that new substantive motion.
- (f) After all the proposed amendments have been dealt with, the resulting substantive motion is open to debate and becomes the resolution of the meeting if it is carried.
- (g) The proposer of a motion which has been omitted from the agenda may appeal through the Steering Committee for its inclusion. The meeting shall decide without discussion.

5. Compositing Motions and Amendments

If the various proposers and seconders agree, motions or amendments may be composited according to rules determined by the Steering Committee. Where possible, the agreed wording should be given to the General Secretary (or the Chair of the Steering Committee acting on behalf of the General Secretary) before the day's business begins.

6. Withdrawal of a Motion or Amendment

- (a) The proposer of a motion or amendment who wishes to withdraw it before it is put to the meeting must notify the Steering Committee as soon as possible after coming to that intention. The Steering Committee will advise her or him at what point in the meeting to inform the membership of her or his decision.
- (b) No motion or amendment which has been properly proposed and seconded shall be withdrawn unless a simple majority of the meeting agrees.

7. Emergency Motions

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

8. Time-keepers

Time-keepers shall be appointed by the Steering Committee.

9. Speeches

- (a) No-one shall speak more than once on any motion except as follows:-
- (i) a proposer has a right of reply in accordance with Standing Order 11;
 - (ii) someone may raise a point of order or request information despite having spoken in the debate;
 - (iii) anyone may speak once on any amendment despite having already spoken on the original motion or previous amendments.
- (b) Someone may formally second a motion or amendment but reserve the right to speak until later in the debate.
- (c) The maximum time allowed for speeches shall take account of interruptions for points of order or seeking information and shall be:
- (i) six minutes for the proposer of a motion;
 - (ii) three minutes for the seconder and subsequent speakers;
 - (iii) three minutes for any speaker on an amendment including the proposer;
 - (iv) three minutes for any right of reply.

10. Points of Order and Requests for Information

- (a) Members wishing to raise points of order or seek information must first obtain the permission of the Chair at an appropriate juncture.
- (b) A member raising a **point of order** should quote the Standing Order, or the section of the constitution under which the point of order is raised. All other business shall cease until the point of order is dealt with.
- (c) A member may, with the permission of the Chair, interrupt the debate in order to **seek information**, but will not be permitted to give information at this juncture.

11. Right of Reply

- (a) The 'right of reply' entitles the speaker to reply to the debate but no new matter may be introduced.
- (b) *If no amendment is passed*, the proposer of the original motion shall have the right to reply at the close of the debate on that motion.

- (c) *If an amendment is moved*, the proposer of the original motion may speak during the debate on the amendment, but may also reply to that debate at the end. The proposer of the amendment shall not have a right of reply.
- (d) *When an amendment is accepted by the proposer of the original motion*, she or he shall retain the right to reply to the debate on the substantive motion.
- (e) *When an amendment is not accepted by the proposer of the original motion, but is carried*, the right of reply to the debate on the substantive motion passes to the proposer of the amendment (unless she or he waives that right in favour of the proposer of the original motion).

12. Reports

- (a) A statement or report presented to the meeting shall be assumed to be on a motion that the meeting adopts the statement or report and Standing Orders 2 to 11 apply, except that a chair or deputy in presenting a main committee report for adoption shall be allowed a maximum of fifteen minutes to present that report.
- (b) Where it is proposed that a report or other statement be adopted by the meeting a speaker may move a procedural amendment that the report or statement or certain defined paragraphs of the report or statement be referred back or referred back for specific alterations to be made. Such a procedural amendment may be debated as though it were an amendment to a motion and Standing Orders 2 to 9 shall apply.
- (c) Following a resolution to refer back a report or statement, there shall be no further discussion or vote and the meeting shall move to next business. Resolutions to refer back a section of the report or statement shall have the effect of excluding that section.

13. Voting

- (a) All decisions shall be made by a simple majority except where the Constitution or Standing Orders require a two-thirds majority.
- (b) Voting shall be on a show of hands, but that shall be followed by a ballot at the Chair's discretion or on a request supported by at least fifty voting members.
- (c) Abstentions shall be disregarded in all votes.

14. Closing the Debate

- (a) A call for **'the closure'** or for **'next business'** may be proposed and seconded only by members who have not spoken at any time in the debate. No speeches are allowed on such calls.

- (b) If a call for **'the closure'** is carried the meeting shall move immediately to the right of reply followed by a vote.

- (c) If a call for **'next business'** is carried the meeting shall move immediately to the next item of business without any further speeches or a vote on the original motion or any amendments.

15. Adjournment

Any member who has not already spoken during the debate on the question before the meeting may move the adjournment of the question under discussion or of the meeting, but must confine her or his remarks to the reasons for and length of the adjournment and must not discuss any other matter. The mover of the motion on which the adjournment has been moved shall be allowed the right of reply on the question of the adjournment but such reply shall not prejudice her or his right of reply on her or his own motion.

16. Rescinding a Resolution

No resolution shall be rescinded or amended at the same meeting at which it has been passed.

17. Suspension of Standing Orders

In the event of any matter of urgency arising the Chair may accept a call for the suspension of Standing Orders. Any member may propose the suspension of one or more of these Standing Orders, stating concisely the reason for the suspension. If formally seconded, such a motion shall be put to the vote without debate or amendment. It shall be carried only if supported by a two-thirds majority.

APPENDIX B

Napo Branches/Section as at 1 August 2017

CESHIRE & GREATER MANCHESTER	NPS / CRC / Employer North West / Cheshire and Greater Manchester
CUMBRIA & LANCASHIRE	North West / Cumbria & Lancashire
DURHAM TEES VALLEY	North East / Durham Tees Valley
EAST ANGLIA	South East / Norfolk and Suffolk
EAST COAST	North East / Humberside, Lincolnshire and North Yorkshire
EAST MIDLANDS	Midlands / Derbyshire, Leicestershire, Nottinghamshire and Rutland
ESSEX	South East / Essex
HAMPSHIRE & ISLE OF WIGHT	South West / Hampshire and Isle of Wight
KENT, SURRY & SUSSEX	South East / Kent, Surrey and Sussex
LONDON	London / London
MERSEYSIDE	North West / Merseyside
Napo CYMRU	Wales / Wales
NORTHERN IRELAND	Northern Ireland Probation Board
NORTHUMBRIA	North East / Northumbria
SOUTH SOUTHWESTERN	South West / Dorset and Devon & Cornwall
SOUTH YORKSHIRE	North East / South Yorkshire
STAFFORDSHIRE & WEST MIDLANDS	Midlands / Staffordshire and West Midlands
THAMES VALLEY	South West / Thames Valley
THE FOUR SHIRES	South East / Bedfordshire, Cambridgeshire, Hertfordshire and Northamptonshire
THE MERCIA	Midlands / Warwickshire and West Mercia
WEST YORKSHIRE	North East / West Yorkshire
WESTERN	South West / Bristol, Gloucestershire, Somerset and Wiltshire
FAMILY COURT SECTION	Cafcass

DISCIPLINARY RULES

Definitions

- 1.1 Within these rules any reference to 'section' or 'clause' relates to the Constitution of Napo – the trade union and professional association for family court and probation staff.
- 1.2 Within these rules any reference to the National Chair, the General Secretary or a Branch Chair refers also to other National Officers, Assistant General Secretaries or Branch Officers deputising for them.
- 1.3 Within these rules any reference to 'the member' refers to the member who is subject to the disciplinary action.
- 1.4 Within these rules a member who originally makes a complaint against another member does so to her or his Branch Officers or the NEC. If the Branch Officers or the NEC initiate disciplinary action they become the complainant in the case.
- 1.5 Within these rules a reference to a 'working day' refers to a day where the Napo office is open for all or part of the day.

General

- 2.1 These rules have been approved by the National Executive Committee (NEC) for use in all disciplinary action under Section 29 of the national constitution.
- 2.2 In order to address the issues of race, gender, sexual orientation and disability all panels referred to in these rules shall, in their composition, pay attention to the Association's Equal Opportunities Policies.
- 2.3 All arrangements under these rules shall, so far as is practicable, be made with due regard to the personal circumstances of those involved.
- 2.4 All parts of the disciplinary procedure shall be completed as quickly as possible consistent with the principles of natural justice. The full disciplinary procedure with the exception of the right to appeal shall be completed within six months of the original complaint being notified to Branch Officers or the National Officers, subject to 3.1 below. This time can only be extended in exceptional circumstances and with the agreement of the General Secretary.
- 2.5 At all stages during disciplinary action a member against whom a complaint has been made has the right to be represented by a person of her or his choice at no expense to the Association.
- 2.6 All panels referred to in these rules shall be responsible for electing a chair from amongst their number.
- 2.7 At all stages the member who is the subject of the disciplinary procedure shall be informed of decisions taken. In the preliminary stages this shall be by the Branch Chair or the General Secretary. In the remaining stages it shall be by the General Secretary.
- 2.8 Should the member refuse to co-operate with the procedure it shall continue without their co-operation.

2.9 Any question of interpretation under these rules which arises during an investigation, an attempt at conciliation, a hearing or an appeal shall be resolved by the Chair of the relevant stage in the proceedings in accordance with natural justice. Any question which arises outside any of those stages shall be similarly resolved by the Chair of the Association.

Preliminary Stages

3.1 Any members wishing to make a complaint that another member has contravened clause 29(a) should do so to the officers of his/her branch. In the event of a conflict of interest the member may make the complaint in writing to the National Officers.

3.2 The complaint should describe the conduct it relates to and state whether it is alleged that such conduct seriously prejudices the interests of the Association and/or is contrary to its objects.

3.3 Consideration will not be given to a complaint that relates to an incident more than six months old.

3.4 On receipt of such a complaint the Branch Officers or the National Officers shall decide whether or not to initiate the disciplinary process. Their decision should be recorded in the minutes of the meeting at which it was made.

3.5 In the event of an appeal to the NEC by the complainant against the response of the branch or the National Officers under 29(g) of the Constitution, a panel of five NEC representatives will be convened by the General Secretary to consider the matter.

3.6 If the decision is to initiate the disciplinary process the Branch Officers, National Officers or the Appeal Panel of the NEC shall inform the General Secretary within ten working days.

3.7 After deciding to initiate the disciplinary process the Branch Officers or the National Officers shall, if, and only if, they deem it to be essential in the interests of the Association, suspend the member against whom the complaint has been made from participation in specified activities of the Association until the matter is resolved.

3.8 A member so suspended shall continue to be eligible for all other rights their membership of the Association affords.

Investigation

4.1 On receipt of information that the disciplinary process has been initiated in accordance with Rules 3.4 and 3.5 the General Secretary shall within 10 working days inform the Chair of a neighbouring branch that an investigation into the complaint is required.

4.2 On receipt of information under Rule 4.1 the Chair of the neighbouring branch shall convene a panel of members of that branch to investigate the complaint.

4.3 Such a panel shall consist of at least three members who are not otherwise involved in the disciplinary action.

4.4 The Investigation Panel shall investigate the complaint as it deems fit but shall allow the member against whom the complaint is made to make oral and/or written submissions.

4.5 At the conclusion of the investigation the Investigation Panel shall decide whether or not there is a case to answer. If the decision is that there is a case to answer it shall decide on the final wording of the complaint against the member and shall communicate these decisions to the member, the member's Branch Chair and to the General Secretary.

4.6 The Investigation Panel shall complete its work within 30 working days of the receipt of information under Rule 4.1.

Disciplinary Hearing

5.1 If the Investigation Panel concludes that there is a case to answer the General Secretary shall convene a Disciplinary Panel comprising five branch representative members of the NEC. The panel shall not include a representative of any branch otherwise involved in the disciplinary process and shall, in its composition, pay attention to race and gender.

5.2 PRE-HEARING

- (a) The Panel shall not be informed of any detail of the allegation prior to the hearing.
- (b) The National Officers shall appoint a person to present the case against the member.
- (c) The member shall be provided with a copy of the investigating panel's report including the final wording of the complaint and the name of the person who will present the complaint at the hearing.
- (d) The member and the presenter shall exchange documents they wish to present to the hearing and the names of witnesses they intend calling at least three working days before the hearing. No other documents or witnesses will be permitted unless mutually agreed at the hearing.

5.3 THE HEARING

- (a) The Chair of the Panel shall open the hearing by reading the statement of complaint.
- (b) The person presenting the complaint against the member may make an opening statement. She or he shall then present the case against the member by calling witnesses and submitting documents.
- (c) Witnesses called may be questioned after they have given their evidence by the member and by the panel. The presenter may re-question the witness dealing only with matters raised by the member or by the panel.
- (d) The member shall then present their case in a manner similar to that which is contained in Rules 5.3(b) and (c) above.
- (e) When all the evidence has been given the presenter followed by the member shall be given the opportunity to sum up their respective cases.
- (f) The Panel shall then withdraw to deliberate in private recalling the parties only to clarify points arising from evidence already given. If recall is necessary both parties shall be recalled.
- (g) The Panel shall decide by a majority vote on the basis of the evidence produced whether or not the member has, beyond reasonable doubt, acted in a way which seriously prejudices the interests of the Association and/or is contrary to its objects. The hearing shall re-convene and the Chair shall announce the Panel's decision giving the voting figures.

- (h) If the complaint has not been upheld that is the end of the disciplinary process and any suspension imposed on the member shall be withdrawn.
- (i) If the complaint has been upheld the member shall be invited to address the Panel on the question of the appropriate penalty. The Panel shall then withdraw to consider the penalty. The Panel shall select one of the alternatives contained in clause 29(l) namely:

either- impose a written warning as to future conduct,

or- disqualify from office in the Association for up to three years,

or- recommend to the NEC that the member be expelled from the Association. The hearing shall then re-convene and the Chair shall announce the Panel's decision. Any penalty imposed under clause 29(l)(i) or (ii) shall take effect immediately and any suspension imposed on the member shall be withdrawn. If the Panel decides to recommend to the NEC that the member be expelled from the Association under clause

29(l)(iii), any suspension shall remain in force pending the decision of the NEC.

- (j) The Disciplinary Panel shall complete its work within 30 working days of the receipt of information under Rule 6.1.

5.4 POST-HEARING

- (a) The findings of the Panel shall be notified in writing within five working days of the hearing to the member, the Chair of the member's Branch and the General Secretary.
- (b) The General Secretary shall notify the member forthwith of her or his rights of appeal against a penalty imposed by the Disciplinary Panel and of the procedure to do so OR, if expulsion has been recommended, the process by which the NEC will consider the matter.

Right of Appeal to NEC

6.1 A member who has been deemed by the Disciplinary Panel to have been guilty of conduct as defined in clause 29(a) and has been dealt with in accordance with clause 29(l) may appeal against one or both of those decisions to the NEC.

6.2 The appeal will be heard by a panel selected by the General Secretary consisting of five branch NEC representatives who have not been involved in the case.

6.3 The appeal hearing will be a re-hearing of the case and new evidence will be admitted from either side.

6.4 The procedure of the appeal will be as outlined in Rules 5.2 and 5.3. The powers of the Appeals Panel will be to either dismiss the case or uphold the finding of guilt and either confirm or reduce the penalty imposed.

6.5 The findings of the Appeals Panel will be announced by its Chair immediately and then notified in writing within five working days to the member, the Chair of the member's branch and the General Secretary.

6.6 The findings of the Appeals Panel shall be final.

Procedure at the NEC when Expulsion is being Considered

7.1 The Chair of the Disciplinary Panel shall report to the NEC on the Panel's deliberations, findings and decision. At the conclusion of the report the member and members of the NEC shall be invited to ask questions of the Chair of the Disciplinary Panel.

7.2 The member may then address the NEC. At the conclusion of the address members of the NEC shall be invited to ask questions of the member.

7.3 The Chair of the Disciplinary Panel and the member shall then withdraw from the meeting.

7.4 The NEC shall then debate the question of the expulsion of the member.

7.5 The NEC shall have the power to expel the member, impose any of the penalties contained in clause 29(l)(i) or (ii), or dismiss the case. Voting on the issue shall be by a hand vote. A decision to expel must be supported by at least two-thirds of the NEC members hearing the case.

7.6 In making a decision under Rule 7.5 any mandate given by a branch to a member of the NEC shall be deemed null and void.

7.7 When the NEC has reached a decision the member and the Chair of the Disciplinary Panel shall rejoin the meeting and the Chair of the NEC shall announce the result. Any resulting penalty shall take effect immediately. Any suspension imposed under Rule 3.7 shall be lifted as soon as the case is dismissed or any penalties take effect.

Post – NEC

8.1 The General Secretary shall send written notification of the decision of the NEC to the member, the Officers of the member's branch and the Chair of the Disciplinary Panel within five working days of the decision.

8.2 If the NEC has expelled the member from the Association the General Secretary shall notify her or him in writing within five working days of her or his right under the constitution to appeal against the decision of the NEC to the next Annual General Meeting and the process by which she or he can do so. Any penalty imposed by the NEC shall not be suspended pending an appeal to the AGM.

Right of Appeal to AGM

9.1 A member who has been expelled from the Association by the NEC under Rule 7.5 has the right of appeal to the next Annual General Meeting of the Association.

9.2 At the AGM a representative selected by the NEC shall report to the AGM on the NEC's deliberations, findings and decision. At the conclusion of the report the member may ask questions of the representative of the NEC.

9.3 The member may then address the AGM.

9.4 The representative of the NEC and the member shall then withdraw from the meeting.

9.5 The question of whether or not the AGM allows the member's appeal against the decision of the NEC to expel her or him shall then be put. A vote shall be taken by ballot. A majority of votes cast in favour of allowing the appeal will remove any penalties imposed on the member. No other questions may be put.

9.6 The representative of the NEC and the member shall return to the meeting for the announcement of the result of the appeal.

9.7 Following the AGM the General Secretary shall send written notification of the decision of the AGM to the member and the Chair of her or his Branch.

RULES FOR THE OPERATION OF THE SPECIAL AID FUND FOR LEGAL ASSISTANCE TO NAPO MEMBERS

These Rules for the operation of Napo's Special Aid Fund are made by the NEC under the provisions of clause 16(a) of Napo's Constitution, and clarify the administrative arrangements for the Fund under clause 26(c), (d) and (f) of the Constitution. The Rules are based on Napo's experience of handling members' cases where some form of legal assistance may be appropriate, and of Legal Assistance Appeals Panel hearings when direct legal assistance is initially denied. The Rules are intended to make that decision-making process as transparent as possible, to protect individual members' interests and to clarify Napo's position in relation to what individual members may reasonably expect of the union's resources.

1. The provision of advice and assistance shall be at all times within the discretion of the NEC and in accordance with any regulations to be determined and issued by the NEC from time to time.
2. Members seeking legal assistance from Napo should deal directly with Napo on all points, unless specifically asked to do otherwise by Napo. Members should not commit themselves to any course of action or expenditure in the expectation they will be financially or otherwise supported, without first obtaining Napo's express authority. Any legal expenses incurred prior to receiving approval shall remain the responsibility of the individual concerned.
3. In all cases where legal assistance is sought, the following procedure applies:
 - (i) The member should initially make their request for assistance to their Branch at the earliest possible opportunity. Exceptionally, if the matter is of a particularly urgent nature or involves criminal proceedings or the threat of such proceedings, the member may approach the General Secretary directly. Legal assistance in criminal proceedings will normally only be given where the charges arise from the member's trade union activity.

- (ii) Upon receiving a request for legal assistance, the Branch should endeavour to obtain particulars from the member and refer the matter to the General Secretary. This referral shall be made as soon as practicable by the Branch, and in any event no later than 14 days from receipt of the request.
4. Upon receipt of an application or at any time thereafter, the General Secretary shall determine, having regard to the criteria set out below, whether and in what form advice or assistance shall be given or continue to be given. The criteria are:
- the nature of the case and its overall merits;
 - whether or not the member's interests can be more appropriately safeguarded in another way, for example by a straightforward industrial relations solution;
 - the complexity of the law and facts involved on the advice of Napo's solicitors;
 - the value of any claim;
 - the estimated legal costs of providing advice and/or assistance and best disposal of available financial resources;
 - any collective bargaining/professional/trade union/equal opportunities significance of the claim;
 - any relevant aspects of Napo's aims, objectives and policies;
 - the personal consequences of an adverse result on the applicant member, eg financial hardship, loss of employment etc;
 - the principles of natural justice.

Examples of where legal assistance may be available to members are:

- accidents at work, or to and from work, and work-related personal injury cases;
- redundancy, unfair dismissal, maternity, sickness, pensions and other matters relating to contracts of employment and statutory employment rights;
- equal opportunities and discrimination issues;
- enforcement of rights as trade unionists.

5.1 In every case where assistance is granted the General Secretary shall have the right to determine in what form and to what extent legal assistance shall be given. Legal assistance will normally only be provided through Napo's solicitors to ensure proper accountability for the member's interests and the disposal of Napo's resources. Assistance may be limited or made subject to conditions being satisfied by the member.

5.2 Any limitations or conditions will be stipulated at the time the offer of assistance is made. Assistance will be given on a stage by stage basis, and cases will be reviewed regularly using the criteria previously identified under Rule 4.

6. Members receiving legal assistance will be expected to co-operate with Napo or its agents, and act in accordance with their advice at all stages. There will be an expectation that members receiving assistance will make thorough disclosure of all relevant facts and cooperate fully with those assigned to assist them. Failure to comply with these provisions may result in the withdrawal of legal assistance and the General Secretary may subsequently seek the NEC's authority to recover all or part of any expenses incurred as constituting a debt owed by the member to Napo.

7. Napo will be bound to have regard to any potential conflict of interest – either between a member and Napo, or between two or more members. No assistance will be given in cases of a conflict between a member and the union. In conflicts between members each member is entitled to have their application considered. In some cases it may be appropriate for independent assistance to be given to either or both of the members concerned.

8.1 In cases where either a member's initial application is refused or legal assistance is subsequently withdrawn, the member concerned has the right to appeal. Notice must be lodged with the General Secretary within 15 working days of the date of the General

Secretary's decision, and the following procedure will then apply.

8.2 Napo's Officers will appoint an Officer to be responsible for convening the Legal Assistance Appeals Panel, to oversee the procedure and act as the Panel's liaison point, and to act as adviser when the Panel meets. The Panel hearing will be convened no later than 25 working days from receipt of the member's notice of appeal.

8.3 The Panel will consist of three full members elected by the NEC, and due attention will be given to its race and gender composition.

8.4 On receipt of the notice of appeal, the convening Officer will contact the General Secretary and applicant member within three working days, asking each to provide written submissions giving reasons on the following grounds why the application should or should not be supported:

- its background and particular circumstances;
- a consideration of the criteria outlined in Rule 4.

8.5 The written submissions must be received by the convening Officer within seven working days of the date of the request.

8.6 Once written submissions have been received, Panel members may seek further information or clarification from either or both parties via the convening Officer. Any additional information or clarification will be made available to all Panel members.

8.7 The Panel meeting will consider all the available information obtained under paragraphs 8.4 and 8.5, and its findings will be final. The applicant member, the General Secretary and the Chair will be notified in writing of the Panel's decision within five working days. The next NEC will also be notified of the Panel's decision by a written summary from the convening Officer.

RULES FOR THE CONDUCT OF BALLOTS

1. General Rules

- 1.1 Under clause 7(k) of the Constitution, the NEC has established the following Rules for the Conduct of Ballots. Any ballot conducted under clauses 3(a), 9(b), 9(d), 12(c), 21(g), 21(k), 28(a) and 28(b) of the Constitution shall be organised accordingly, unless the Rules are varied by special resolution of an AGM, SGM or the NEC.
- 1.2 Ballots for the establishment of maintenance of a Political Fund under clause 3(a) shall be postal.
- 1.3 Ballots for the election of national Officers under clauses 9(b) and 9(d) shall be postal.
- 1.4 Ballots for the election of General Secretary under clauses 12(c) shall be postal.
- 1.5 Ballots for the election of branch NEC Co-Representatives and under clause 21(h) shall be either workplace or postal, as decided by formal resolution of the Branch.
- 1.6 Ballots for industrial action under clauses 28(a) and 28(b) shall be either workplace or postal or a mixture of both as decided by the NEC or by the Officers acting under clause 9(g). In consideration, the following will apply as preferred choice:
 - (a) a ballot for national industrial action will usually be postal;
 - (b) a ballot for local industrial action will usually be workplace;
 - (c) a mixture of these methods, as may be in the best interests of Napo, may be used for either a national or a local ballot.
- 1.7 Ballots for the election of branch officers under clause 21(g) may be postal where the branch operates under clause 22 Workplace Meetings.
- 1.8 The NEC, the Officers, or the Branch Executive as appropriate, shall make or shall cause to be made, such arrangements as are necessary to ensure the following:
 - (a) every member properly entitled to vote shall be allowed to do so without interference from or constraint imposed by Napo, or any of its members, officers, officials or employees;
 - (b) every member properly entitled to vote shall, as far as is reasonably practicable, be allowed to do so without incurring any direct cost to themselves;
 - (c) every member properly entitled to vote shall, as far as is reasonably practicable, be given a voting paper and a convenient opportunity to vote;

(d) that as far as is reasonably practicable, ballots will be conducted in such a way as to ensure that those voting do so in secret.

1.9 The NEC or the Officers shall make, or shall cause to be made, adequate arrangements for the appointment of an Independent Scrutineer, and for the Independent Scrutineer to make a written report on the conduct of the ballot. This report shall be made available to members on request after the ballot has taken place.

1.10 Napo will supply any member with a copy of these Rules free of charge, on request.

2.0 Rules for the Conduct of Workplace Ballots

2.1 The NEC, the Officers or the Branch Executive shall make arrangements for adequate notice of the ballot to be given to all those members properly entitled to vote, including the times and places at which they are able to vote and such identification as will be required to establish entitlement to vote.

2.2 The NEC, the Officers or the Branch Executive shall make arrangements for independent scrutiny of the ballot for every location where votes are cast.

2.3 The NEC, the Officers or the Branch Executive shall make, or shall cause to be made, arrangements for the issue of voting papers. This will not be entrusted to one Napo member alone unless that person is acting as an independent scrutineer, nor to anyone directly affected by the dispute or potential dispute to which the ballot relates,

nor will it be a local Napo branch officer who regularly represents those entitled to vote.

2.4 Voting should take place in a room or area where there is privacy to mark a voting paper and cast a vote. No-one should be allowed in that area except those issuing ballot papers, any independent scrutineer and those entitled to vote. A single, secure ballot box should be provided.

2.5 Voting shall be by the marking of a voting paper by the person properly entitled to vote. Completed voting papers should be placed in the ballot box by the voter personally.

2.6 At the close of ballot, the NEC, the Officers or the Branch Executive shall make arrangements for sealed ballot boxes to be returned to the independent scrutineer.

2.7 The NEC, the Officers or the Branch Executive shall make for any member properly entitled to vote who identifies themselves:

- (a) postal voting arrangements for those members either unable to collect a voting paper at the time or location of issue, or to cast a vote at the designated workplace location;
- (b) suitable alternative or additional arrangements for those members unable to participate by reason of impaired vision or other physical cause.

3.0 Rules for the Conduct of Postal Ballots

3.1 Wherever reasonably practicable, the NEC, the Officers or the Branch Executive shall establish, or cause to be established an appropriate checking system so that:

- (a) no member properly entitled to vote is accidentally disenfranchised;
- (b) no uncompleted paper comes into the hands of anyone not properly entitled to vote.

3.2 Advice will be given well in advance to those entitled to vote on when and how balloting will take place.

3.3 For postal ballots, the period between the distribution of voting papers and the date by which completed voting papers should be returned will allow at least:

- (a) 7 days if voting papers are to be distributed and returned by first class post;
- (b) 14 days if second class post is used for either distribution or return of voting papers.

NAPO ORGANISING FUND

The NEC established the Fund in 1995. It was reviewed and amended by the NEC in September 2001. The NEC renamed and updated the remit of the fund in 2013.

The arrangements for the Fund are as follows:

1. The Fund will comprise monies provided by Branches and from central funds under the provisions set out below.
2. The Finance Sub Committee comprising the Chair, Vice-Chair (Finance) and General Secretary along with the Finance Officer will administer the Fund. The primary purpose of the fund will be to support members to pay for Employment Tribunal Fees. Members will be able to access monies from the fund in line with guidelines established by the NEC for the funding of claims made to an Employment Tribunal.
3. In addition, branches will be able to access the fund for organising activities. Account will be taken of the state of cash flow through Branch accounts when claims are made and notably the impact of Branch grants claimed and due to be claimed. Branches may be asked to submit a copy of their accounts in support of their claim.
4. Branches are required to pay to the Fund by 1 May, half of any surplus held in the Branch account(s) on 31 December the previous year, in excess of the previous year's eligible Grant, e.g. Branch A's allocated Grant was £1,000. At 31 December that year the Branch had funds of £1,400. The Branch pays £200 to the Fund on 1 May the following year (i.e. half the difference).
5. 50% of unclaimed Branch Grants (Annual not AGM) from the preceding year will be placed in the Fund.
6. Any monies remaining in the Fund will be carried forward to the Fund in the following year. If, at the time when the budget is set, the size of the Fund is deemed to be sufficient to meet potential calls upon it during the year, then a decision may be taken by the Finance Sub Committee to recommend to the NEC not to trigger transfers under Points 4 and 5.

7. The maximum cumulative amount that can be claimed by a branch for organising activities will be one-third of the annual grant, or £500, whichever is the greater.
8. Branches intending to submit a claim should do so stating the amount requested, how the grant is to be used and the Branch Account/s current balance/s.
9. The ability to meet claims on the Fund for organising activity, in whole or in part, will be subject to monies available in the Fund.

OFFICERS AND STAFF OF THE ASSOCIATION

ELECTED OFFICERS 2016-17

Co-Chairs	Chris Winters Yvonne Pattison
Vice-Chair (Cafcass)	Jay Barlow
Vice Chairs (Probation)	Tina Williams Chas Berry Katie Lomas
Vice-Chair (Finance)	Chris Pearson

STAFF

General Secretary	Ian Lawrence
Assistant General Secretary	Dean Rogers
National Officials	Tania Bassett (Press, Parliamentary, Campaigns) Sarah Friday (Health and Safety) Ranjit Singh (Trade Union Organisation)
ULR Manager (Wales)	Aziz Bouleghlimat
Finance Officer	Theresa Boorman
Finance Assistant	Liz Manville
Office Manager	Keith Waldron
Administrators	Anne Burbidge Annoesjka Valent Cynthia Griffith Jacqui Paryag Kath Falcon Margaret Pearce Shireena Suleman Taytula Burke