

NEC 30/2025

Napo Operational Plan 2026

Introduction

Please find attached Napo's Operational Plan for 2026. The plan is based on Napo's ongoing strategic aims and objectives and references the resolutions passed at this year's AGM. The full resolutions can be found in document AGM 10/2025 which has been shared alongside this document or can be requested from pwood@napo.org.uk. Additionally, resolutions made at the NEC on the 25th November 2025 can be found in document NEC 29/2025.

Napo's work as set out in the 2025 plan is described in the 2025/2025 Annual Report.

This plan has been considered by Officers, Officials and staff and ratified by the NEC, with amendments made to include resolutions from the NEC on the 25th November 2025

Yours sincerely

Pippa Wood
Administrator to the General Secretary and TUO Official

Napo's Objectives 2026

OBJECTIVE 1: PROMOTING AND PROTECTING MEMBERS' INTERESTS

Securing the promotion and protection of members' interests at work. This objective includes ensuring job security, decent and fair pay, pensions and conditions, fair and measurable workloads, equality, health and safety and representation.

Health and Safety Network

- Raise the need for workload stress, which results in more than three days sickness absence, to become recordable in RIDDOR within the wider TUC movement and press for this to become a campaign aim (Resolution 1).
- Prioritise engagement with HMPPS about the development of a minimum set of standards for Health and Safety and work so that they ensure that all areas of Probation are meeting these standards (Resolution 2).
- Work with the employer to undertake a mapping exercise to see the full extent of the gaps in access for fully wheelchair-accessible buildings and facilities; campaign for access to be included in all building procurements and renovations (NEC 25th November 1).

National Executive Committee

- Demand from HMPPS a regular review of sickness absence management data and other evidence to firmly establish that management discretion in absence management processes is being encouraged and used (Resolution 3)
- Work immediately towards the cancellation of OMiC and return Prison Probation management to the Probation Service (Resolution 4) protecting the best interests of our members working in prisons through the ongoing OMiC reviews.
- Request a full Probation specific risk assessment for each use of AI, including review and Union input; support members to reject the use of AI where they identify potentially negative consequences; seek transparency about the approached made by private tech firms to deliver services to and for HMPPS; lobby for AI specific legislation to protect workers' rights and wellbeing including the right to human review and human contact for any AI decisions which affect staff, victims or those on Probation. (Resolution 5)
- Urgently press MOJ, HMPPS and the Home Office for a moratorium on taking away the right to remain and work and to introduce transitional visas to protect existing staff; campaign jointly with other unions for fair immigration treatment and a public service exemption, or the introduction of a "legacy status clause" for affected employees";

support our foreign national colleagues through active representation, campaigning and solidarity across all branches (Resolution 6).

- Demand that the WMT is replaced with the new, more comprehensive tool and that HMPPS immediately publish the current figures regarding the shortfall in staffing numbers (Resolution 7).
- Campaign for the introduction of ethical AI tools across the Probation Service to reduce administrative burdens; Ensure AI implementation safeguards jobs, maintains practitioner oversight and protects confidential data; promote the principle that technology should make our jobs more human but allowing more time for quality supervision (Resolution 8).

Negotiating - Cafcass

- Write to the Cafcass Board to make them aware of the employer's actions in relation to disrespecting partnership working and not following their own employee relations policies; maintain pressure on Cafcass to respect trade unions and Cafcass' own policies; report any delays in response or breaches of policy by Cafcass and keep a record for use in discussion with Cafcass (Resolution 9).
- Demand at every opportunity for a new time and motion study to be undertaken across all practitioner and management grades to inform any new workload tool; encourage members to record and take their TOIL; demand that Cafcass implements a transparent system that records individuals' accrued TOIL (NEC 25th November 5)
- Demand that before Cafcass introduces any new policy, guidance or task it is subject to consultation and piloting before implements; subject to an analysis of the resources that will be required for both practitioners and managers; subject to consideration/consultation about the impact on practitioners' professional autonomy (NEC 25th November 6).

Negotiating - Probation

- Negotiate a new appeals process for HMPPS HR policies (Resolution 10).
- Continue following up on work around Job Evaluations

Probation Board Northern Ireland

- Support members of the branch with legacy age discrimination claims
- Support Branch Officers in their engagement with PBNI senior management.
- Undertake work so that members make payment of their Napo subscription by direct debit as part of a new recruitment initiative.

OBJECTIVE 2: FORMULATING PROFESSIONAL, TRAINING AND DEVELOPMENTAL POLICIES

Promoting the best professional policies, training and development, and qualifications in Probation and Cafcass, based on anti-discriminatory practice and a fundamental commitment to diversity. Providing advice and guidance to members and ensuring regular monitoring and evaluation of policy and practice. Promoting the professional association aspect of Napo.

Professional and Training

- Demand that HMPPS consult on developing new toolkits and 1-2-1 work that are dynamic and easier to access; request better training to deliver these intervention to a high and consistent to standard (Resolution 11)
- Campaign for a nationally agreed structure for PQiP and PSO trainee learning that sets out required core experiences; ensure trainer accountability for delivering these opportunities; support tools for trainees to monitor their own development (Resolution 12)
- Call on the employer to urgently review the amount of training being required of staff, including the frequency of repeat learning; prioritise training into a meaningful and achievable package that differentiates desirable from essential learning (Resolution 13)
- Endorse the Sheffield Demand Management Tool and campaign for its adoption nationally; press HMPPS to integrate such tools into workload agreements; protect staff from negative consequences when deadlines are missed due to agreed prioritisation (NEC 25th November 2).
- Campaign for specialist workers to lead on training and supporting probation workers working with chemsex cases (NEC 25th November 3).
- Continue to provide responses to Her Majesty's Prisons and Probation Service's (HMPPS) draft Policy Frameworks (previously called Probation Instructions)
- To work with HMPPS to ensure better provision for neurodiverse members including those on the PQiP programme.
- Continue to support the work of the Union Learning project (WULF) in Wales

Equal Rights

- Pressure our employers (Probation, Cafcass and PBNI) to implement an educational program aimed at raising awareness about the rise of the far-right movements and anti-immigrant rhetoric; this should include interactive sessions that promote critical thinking to help identify misinformation and propaganda (Resolution 17).

OBJECTIVE 3: CAMPAIGNING AND COMMUNICATING

Maintaining Napo's high profile in successfully campaigning, promoting and communicating Napo's policies and values. To campaign for the probation service to be taken out of the civil service and for local autonomous probation areas to be created. For Cafcass to be taken out of the civil service pay remit to enable family court social workers pay to be aligned with those in the local authority. To work with unions, relevant organisations, MPs, Assembly Members, peers, parliamentary groups and others as appropriate in relation to wider public service campaigns.

Campaigning

- Campaign to remove the Probation Service from HMPPS control and the wider Civil Service (Resolution 14).
- Communicate the urgent need for a review Probation governance, as promised in the Labour manifesto, to the Minister and campaign vigorously for it (Resolution 15).
- Work in collaboration with the WCCSJ Welsh Probation Development Group in investigating models of Probation governance and practice that encompass localism and decentralised control. Napo will publish and promote the findings of this collaboration (Resolution 16).
- Publicly support the appeal against proscription as a matter of principle and clearly outlines the potentially serious impact on Probation staff (NEC 25th November 4).
- Continue joint campaigning with other unions, including the Trades Union Congress (TUC), General Federation of Trade Unions (GFTU), Justice Unions' Parliamentary Group (JUPG) and Trade Union Coordinating Group (TUCG)

Communication

- Not use AI generated images or sounds within Napo publications in solidarity with workers in the creative industries. (Resolution 5)
- Continue widening use of the online Napo Magazine website, continued use of the Friday News mail-out as well as the special interest mailing lists set up for Black members' network, LGBT+ Network, Disabled members' network.
- Provide regular briefings and statements to parliamentarians and the print and broadcast media; send regular e-bulletins to branches on campaigning issues
- Support and promote the Probation and Family Court Journals, and occasional monographs and improve accessibility
- Continued use of a newly developed Napo website as a primary interface with members and continue to increase the use of new technology like Facebook, Twitter and YouTube (NapoTV)

OBJECTIVE 4: BUILDING A STRONG, ACCESSIBLE AND INCLUSIVE UNION

Prioritising the organising and recruitment strategy to provide growth in membership representative of all staff in Probation and Cafcass. Promoting structural reform that improves efficiency, democracy and accessibility. Providing trade union education and lifelong learning which empowers members and engenders union activity.

Implementing and reviewing progress in relation to policy and action to combat racism, homophobia and heterosexism, sexism, transphobia, ageism, oppression based on religion/beliefs and promoting the social model of disability to combat oppression and discrimination. Promoting full equality and opportunity for all members. Ensuring that Probation employers and Cafcass keep equality and diversity at the heart of their structures promoting best practice and policy.

Trade Union Organisation

- Amend the Constitution in Section 14 (CA1) in the Annual General Meeting (AGM) section:
 - 14(e) – in line two delete ‘The Forum,’.
 - 14(f) – in line two delete ‘The Forum,’.

The section will then read as:

14 (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 and networks, a branch, or two full or professional associate members, not less than eight weeks before the date of the AGM. The General Secretary shall circulate to all members the details of all such motions not less than six weeks before the date of the AGM.

14 (f) Notice of proposed amendments to motions shall be given in writing to the General Secretary by the NEC, any of its committees and networks, a branch, 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.

- Trade Union Organisation (TUO) Network with Membership Secretaries to continue with the campaign and work towards achieving the 10K Membership target
- Continue with promoting training to increase reps in all our branches, via GFTU, TUC and bespoke Napo courses when there is no provision available via the GFTU or TUC
- Continue working on branch development plans including link National Officers and Officials to undertake regular Branch Health Checks with their respective link Branches.

- Maintain and support the National Representation Panel and organise a recruitment process when necessary
- Recruiting new and especially young activists/ reps and continue to reinvigorate the Young Members' Network

Equal Rights

- Continue to develop the Napo Equality Networks and maintain close working relationship with HMPPS staff networks Racial Inclusion & Striving for Equality (RISE), Disability Advocacy Wellbeing Network (DAWN) and Pride in Prison and Probation (PIPP) as well as maintain links with other employer staff networks in Cafcass and Probation Board for Northern Ireland (PBNi)
- Continue to develop work on Napo's Race Action Plan
- Continue with monitoring statistics of speakers at the AGM

Training Courses, Seminars, Conferences and Events

- Organise AGM in person and online in Newcastle from the 15th to the 17th October 2026.
- Provide a full range of trade union education/health and safety/union learning/equality and diversity courses which include accredited training
- Deliver bespoke Napo Equalities training for both Reps and members.
- Organise specialist/professional conferences / seminars either in person or online members in Probation and Cafcass taking account of any review of current arrangements and financial savings
- Enable representation at TUC Congress and the TUC equality conferences
- Enable representation at the GFTU Young Members' Development Weekend
- Ensure that all events are accessible to all members to enable them to be representative of the diversity of membership

OBJECTIVE 5: ACTING AS AN EFFECTIVE AND RESPONSIBLE EMPLOYER COMMITTED TO EQUAL OPPORTUNITIES

Ensuring the maintenance of an efficient and modern Napo head office by promoting equality and trust and supporting and developing staff. Acting as a good equal opportunities employer committed to consultation, negotiation and collective bargaining, valuing diversity and the contribution of staff. Ensuring that the recruitment and selection of staff is based on these same principles.

Using all resources, including databases and information technology, social media, finance and membership services, in the most effective way in support of Napo's objectives. Ensuring the best use of Napo's income via sound financial planning and regular monitoring of budgets.

- Following up on actions identified through staff meetings, shop meetings, and any other staff working groups that may be operational from time to time.
- Review the Annual Development Review (ADR) and regular staff supervision process and identify training needs.
- Hold monthly staff meetings, other staff sub-group meetings as required and monthly Officers' and Officials' meetings
- Maintain involvement of union shops in employment related issues
- Continue the review and update of all Red Book policies
- Provide equality and diversity, ADR (under review), Health & Safety, First Aid, Dignity at Work, and Recruitment & Selection training to all staff as and when required
- Workloads / Mental Health / effects on Workloads (members + staff)
- Continue working to financial procedures to ensure sound financial planning and regular monitoring of budgets
- Continue to keep the membership system and data up to date (currently SodalitaS), including the website and Napo magazine website.
- Continue to investigate a move to a new membership database and website