

NEC31/2022

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Operational Plan 2023

Introduction

Please find attached Napo's Operational Plan for 2023. The plan is based on Napo's ongoing strategic aims and objectives and references the resolutions passed at this year's AGM (as attached at AGM10/2022).

Napo's work as set out in the 2022 plan is described in the 2021/2022 Annual Report.

This plan has been considered by Officers and staff and was approved by the NEC at its November meeting.

With best wishes,

ANNOESJKA VALENT
National Official

Napo's Objectives 2023

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.

Cafcass and Probation

- Oppose the Tories' rhetoric talk of 'levelling up' and their focus on regional pay structures (Resolution 11)
- Negotiate/Campaign to get flexible working, including working from home as part of Probation/Cafcass terms and conditions which can be seen as a positive retention tool (Resolution 12)

Cafcass

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

Probation

- Negotiate a better attendance management policy that places management discretion at the forefront through training and processes and revisits the punitive nature of current sickness management policies (Resolution 14)
- Continue following up on work around Job Evaluations
- Continue following up on work around the Competency Based Framework

National Executive

- Fight for our professional integrity and our professional status by working with other Criminal Justice partners and unions to maintain our professional standards in Courts; fight the changes to the Parole process and fight to reinstate our ability to make recommendations; support staff involved in open parole hearings; continue to fight Offender Management in Custody (OMiC) especially the line management of probation staff by prisons; and campaign to take us out of the Civil Service in order to regain our independent professional status (Resolution 7)

- In resisting attacks on trade union rights, the TUC should bring together the trade unions with the aim of co-ordinating action and events, including industrial action, in order to push back against the Government's agenda of making the working class pay for the economic downturn. In the event that the TUC do not coordinate effective action, Napo will contact sister trade unions with the aim of co-ordinating protest and industrial action as a 'coalition of the willing'. Progress should be reported at each NEC meeting (Resolution 8)
- Napo will redouble our demands for Probation to be taken out of the civil service, and unshackled from the Prison Service. Napo members will write to their MPs making this position clear. The NEC will draft a suggested briefing note and letter, and Napo will engage in a press and communications exercise, responding to each of the inevitable future "poor" and "needs improvement" inspection report making this position clear (Resolution 9)
- To review the Napo subscription rates, particularly for lower paid staff given the cost of living crisis. This review would include targets to increase membership that would cover the shortfall in reduced membership rates (Resolution 10)

Health and Safety

- To explore the work presented by Jo Clark and others (on the over-reliance on the use of counselling services for staff), and to use evidence to identify any risks associated with this approach; argue for a nuanced, holistic approach to improving the wellbeing of staff; put an end to the wholesale referring of staff for counselling whilst making it clear that the Service must take responsibility for the negative impact Probation work is having on its greatest asset - it's staff (Resolution 6)

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

- Protect newly (probation) qualified staff and review policy around protected caseloads and support, especially considering what is in place to safeguard new practitioners working in amber and red offices (Resolution 15)
- Seek a review of the PQiP programme the PQiP 15- and 21-month pathways, with special attention paid to how the ever increasing workloads impact on trainees' professional development and wellbeing (Resolution 16)
- Value experienced staff, ie survey all staff over 50 years of age to establish their needs and enable a sessional staff bank where retired practitioners could be hired flexibly and locally (Resolution 17)
- Oppose the practice of PSO court workers being instructed to prosecute contested breach cases, support court staff against this practice in negotiations with employers and alert stakeholders to this (Resolution 18)
- Raise wider awareness amongst members of the Target Operating Model and its impact on staff in Programmes by potentially leading to re-banding of staff and redeployment of staff, de-professionalising the work Programme staff do; encourage involvement at engagement events and workshops as well as continue raising our professional concerns with the Programmes' team nationally (Resolution 19)
- Alongside the proposals of the Target Operating Model for Programmes, also oppose the proposals to disband the majority of the suite of programmes delivered and move to a one size fits all approach and demand sight of any evidence this model is based on and hold regular engagement events with members affected and if required, reject this proposal in its entirety (Resolution 20)
- Work with the Employer to find a way to engage people on probation as early as possible in their sentence in a flexible way rather than the move from a 10-day to a 5-day target and give staff the means to achieve these initial induction appointment targets (Motion passed at November 22 NEC)
- Continue to provide responses to Her Majesty's Prisons and Probation Service's (HMPPS) draft Policy Frameworks (previously called Probation Instructions)
- Continue to support the work of the Union Learning project (WULF) in Wales

OBJECTIVE 3: CAMPAIGNING AND COMMUNICATING

Maintaining Napo's high profile in successfully campaigning, promoting and communicating Napo's policies and values. Organise the re-instatement of a national, amalgamated public Probation service and keep Cafcass as a public service, both with sufficient resources to guarantee jobs and service delivery. To work with unions, relevant organisations, MPs, Assembly Members, peers, parliamentary groups and others as appropriate in relation to wider public service campaigns.

Campaigning

- Oppose any changes in Human Rights / Equality Legislation and campaign for stronger rights under the Equality Act (Resolution 1)
- Campaign to replace the Rehabilitation Activity Requirement by liaising with the Magistrates Association, the Judiciary and the MoJ and draft an action plan of how this might be supported by practitioners and enacted in a timely manner (Resolution 2)
- Support the 'Enough is Enough' Campaign against the injustice and devastation the cost of living crisis is inflicting (Resolution 3)
- Cost of Living – People on Probation: to undertake: a joint campaign with Partnership Agencies to provide emergency release pack support to prison leavers; a joint campaign with HMPPS Resettlement Teams to secure adequate funding to support community reintegration upon release and to campaign for sponsorship and funding for clients who need adequate clothing for release (Resolution 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

- 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 the Napo Activ8rs, Black members' network, LGBT+ Network, Disabled members' network, Retired members' network and the WiN (Women in Napo) 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 and organising specialist conferences for members.

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 as per the two Constitutional Amendments passed; one being to tidy up the Constitution following the introduction of Networks and allowing Networks also to submit motions; the second one being to tidy up Standing Order 14 to make it clear that any members who have raised a point of order or a request for information are not deemed to have spoken in the debate
- Trade Union Organisation (TUO) Network with Membership Secretaries to continue with the campaign and work towards achieving the 10K Membership target
- Continue with the Napo branch reps' training programme and working on branch development plans including RAG (Red / Amber / Green) Rating of Branches
- Maintain and support the National Representation Panel and organise a recruitment process when necessary
- Recruiting new and especially young activists/reps and reinvigorating the Young Members' Network

Equal Rights

- Commission a joint survey with HMPPS to establish the age profile of the workforce and look at other factors impacting on the resilience of staff (Resolution 5)
- Continue to develop the Napo Black Network and maintain close working relationship with remaining staff associations, Association of Black Probation Officers (ABPO) and National Association of Asian Probation Staff (NAAPS) and continue our links with the newly developed 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 work on Napo's Race Action Plan
- Plan the next Women in Napo (WiN) conference
- Continue with monitoring statistics of speakers at the AGM

Training Courses, Seminars, Conferences and Events

- Organise AGM in Nottingham – 18-21 October 2023
- Provide a full range of trade union education/health and safety/union learning/equality and diversity courses which include accredited training
- Organise specialist/professional conferences / seminars either in person or online (eg Family Court, The Forum, Managers) for 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 information databases and technology, 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.

- Continue to follow up on actions identified from the Napo staff Training Programme in identified sub groups: ICT, ADR, Skills Audit and Stress Audit
- Review and develop a new Annual Development Review (ADR) process and identified training (as identified in the training programme and for the sub group to take forward)
- Hold monthly staff meetings, administrator 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 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 update the membership system and data (the Stratum Hawk Membership Relationship Management platform) and the website and training (including guidance documents) for staff plus a Forward Plan for the Go-Live date
- Continue to look at new ways of working including IT following the recent purchase of Microsoft 365
- Continue to make the newly purchased HQ premises into an efficient (and covid-safe) workplace including turning it into an as paperless-free office as possible.