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Napo Operational Plan 2024

Introduction

Please find attached Napo's draft Operational Plan for 2024. The plan is based on Napo's ongoing strategic aims and objectives and references the resolutions passed at this year's AGM.

Napo's work as set out in the 2023 plan is described in the 2022/2023 Annual Report.

This plan has been considered by Officers, Officials and ratified by NEC.

Yours sincerely

ANNOESJKA VALENT
National Official

Napo's Objectives 2024

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.

Equal Rights

- Combat discrimination by calling on HMPPS to produce a comprehensive report on potential discrimination in the nine protected characteristics, including measures such as disciplinary processes, grievance procedures, reward and recognition, staff recruitment and retention (Resolution 1).
- Provide guidance for neurodiverse members to help them navigate processes involved when reasonable adjustments are identified and refused and work with the employer to improve support for ND staff and stop discrimination and disability disadvantage (Resolution 2).

Cafcass - Negotiating

- Seek an urgent meeting with CEO of Cafcass to address the reality of excessive workloads and the impact on the current recruitment and retention of staff. Request an interim measure of an increase of £2000 on all salary points per annum from the 1st January 2024 (Resolution 8),

Probation - Negotiating

- Negotiate clear guidance to ensure all probation staff under HR policies are treated equitably across all branches of the service, specifically in relation to OMiC and OMUs (Resolution 9).
- Address the failure to use discretion within Absence Management process, which is excessively punitive and also discriminatory practice. Raise the awareness that these measures have on staff retention and discrimination, negotiate with the employer for the reinstatement of management discretion and challenge discrimination by any means including supporting members to seek legal redress where appropriate (Resolution 10).
- Negotiate with the employer for improvements to Human Resources' service and for training to be given to HR staff urgently (Resolution 11).
- Request a full review of the WMT to accurately reflect the current duties and responsibilities of practitioners (Resolution 14).
- Explore all options to bring the employer back to constructive negotiations to reopen the pay offer, including the possibility of

registering a new trade dispute and a consultative ballot of Napo members alongside our sister unions on their willingness to take various forms of industrial action (Resolution 15)

- Vehemently oppose the disbanding of the DSOU; tell the employer that Napo will not allow a job evaluation to take place before protections are fully agreed; oppose the attempts of HMPPS to place all programme staff on Band 3 (Resolution 16)
- Continue following up on work around Job Evaluations

Probation Board Northern Ireland

- Support PBNi branch officials and members in their efforts to secure pay modernisation and address the recruitment and retention crisis.

National Executive Committee

- Raise awareness of the impact of staff shortages on serious further offences, highlighting this is increasingly through unsafe working practices and negotiate with the employer the circumstances in which Corporate Responsibility will be applied (Resolution 5).
- Call on the MOJ and government to put immediate measures in place to alleviate dangerously high workloads and address recruitment and retention with a decent pay rise (Resolution 6)
- Review recommendations in respect of possible industrial action when reports are received from Officers and Officials in respect of the formal One HMPPS dispute; the recent call from the outgoing HM Inspector of Probation for an independent enquiry into the state of Probation; the Lord Chancellor's announcement of the early Release scheme and the removal of Divisional Sex Offender Units, which is detrimental to the public protection, the wellbeing of case managers and the communities we serve (Resolution 7)

Health and Safety

- Negotiate the cessation of allocating additional cases to those who are in excess of the Workload Measurement Tool (WMT) guidance. If this not forthcoming, Napo will advise members to seek legal advice around litigation and compensation for members who are knowingly and wilfully being subjected to undue stress as the result of the employers' actions (Resolution 3)
- Investigate concerns about Unpaid work in respect of both staff and clients safety (Resolution 4).
- Negotiate the urgent inclusion of E-bikes/scooters in GRAs. Negotiate for the formulation of a policy with our employer banning E-bikes and E-scooters from Probation Premises (Resolution NEC 1)

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

- Review and Challenge Commissioned Rehabilitation Service contracts to ensure a good quality of service (Resolution 13).
- Protect the person-centred approach within probation practice and allow practitioners to spend meaningful time with their clients (Resolution 17).
- Bring forward proposals to advance replacing punishment with making amends and installing the rebuilding of relationships at the heart of sentencing practice, within probation practice. Alongside joining with other organisations similarly inspired to campaign for this (Resolution 18).
- 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

- Campaign for an end to all outsourcing, particularly in Approved Premises, as well as campaigning for decent wages and conditions in Approved Premises (Resolution 12).
- Actively, urgently and persistently campaign for the devolution of Probation in Wales, focussing these efforts on the Westminster Labour Party, demanding that the devolution of Wales Probation is included in the UK Labour manifesto for the next General Election (Resolution 19)
- Oppose the Tory Minimum Service Levels Act (Resolution 20).
- Develop a campaign to abolish the two child limit for Child Benefit and take this to the TUC (Resolution 21).
- Write to the government, in light of defendants being unable to state their motive during Just Stop Oil trials and being sent to the prison if they do and request that all mention of Justice in government titles is changed to in 'Injustice'.
- Campaign with the TUC to overturn Cuts in Foreign Aid (Resolution 23)
- 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

- 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 (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

- 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 person and online in October 2024, date to be confirmed following the closure of St David's Hall, Cardiff, due to RAAC.

- 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.