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Napo Quarterly

December 2015

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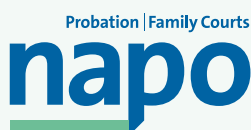
NQ

Welcome to the first ever edition of *NQ* (Napo Quarterly). The idea of moving to a quarterly magazine came about earlier this year as it became apparent that the shorter *Napo News* format didn't allow enough space to cover the increasingly varied and complex issues facing our members in all sections. As such this new quarterly magazine has been developed to ensure that we can keep members update on the issues across PBNI, Family Court Section, CRC's and the NPS as it allows for more detailed commentary and analysis. It is also designed to be more interactive with a section for members letters, short news stories for branches to send in and a guest writer to give perspective on wider criminal justice or unions issues.

In this issue we hear from Frances Crook, Chief Executive of The Howard League for Penal Reform, on her take of the justice system post Grayling and Gove's attempts to remedy some of his predecessors errors. Other articles include, Ian Lawrence General Secretary and Katie Lomas National Vice Chair analysing the potential impact of the E3 project on NPS members. Sarah Friday explores the implications of open plan offices on health and safety and we review Napo's AGM 2015 at Eastbourne in October.

We hope you enjoy the new look publication. If you would like to contribute to *NQ* please send your articles and pictures to Tania Bassett National Official – tbassett@napo.org.uk.

We will still keep you informed of urgent updates via the news feed on the website and branch mail outs.



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Engagement strategy is a big step towards rebuilding Napo

Ian Lawrence writes

One thing is for sure in politics and trade unionism, it's easy for critics to accentuate the negative or, more often than not, the negatives that they would wish on the particular individual or organisation.

That comes with the turf as they say, and these days it usually manifests itself in anonymous (and increasingly abusive) social media postings which bear little relation to the facts about how your elected officers and your employees here at Chivalry Road are trying to cope with the reality of the issues coming our way from the 21 CRC's, Cafcass, Probation Northern Ireland and the National Probation Service. These represent 24 actual employing bodies from the three that existed just 18 months ago.

The austerity agenda is a systemic attack on public services and organised trade unionism and has also been the driver for the privatisation of probation. That has in itself seen over a thousand staff leave the service simply because they did not want to continue in an environment where they had seen their profession degraded on the high altar of political ideology. It's got worse with the subsequent job cuts made by the privateers Sodexo, which will no doubt be followed by other CRC's who now see their profit margins squeezed as a result of the commercial con-trick they were sold by Chris Grayling.

Make no mistake, all this has been bad news for Napo, but it's nowhere near as desperate as the plight faced by many of our sister unions who have seen tens of thousands of their member's jobs disappear over the last few years and with it a huge reduction in their subscription income.

We face two choices

The cynical decision to remove union subscriptions at source (Check off) has meant that we have had to invest additional and unplanned resources to encourage our members to make the switch to Direct Debit.

This, and the huge challenges that are starting to emerge in the shape of organisational redesign in the NPS and savage cuts in the CRC's to name but two, mean that we have had to consider our options.

The obvious one was to cut our losses, find a nice friendly sister union to merge with, and see the disappearance of Napo and all that it has stood for as we slowly but inexorably became a small cog in a bigger corporate wheel that could only focus on numbers and not the interests of individual members. If



your leadership group had any doubts about not advocating that approach they were quickly and roundly put to rest by the overwhelming (albeit indicative vote) at the October AGM for Napo to press on as a strong independent voice working to represent the interests of our members in those 24 employers and to get our message out there to potential members as well.

We aim to visit you soon

I am pleased to report that the finishing touches are being made to our proposed re-engagement strategy which will be launched in partnership with our network of Branch Officers and the National Executive Committee in the New Year.

I am looking forward to getting out there and tapping in to the positive energy that I have seen during my recent meetings with our members. Despite the fact that they are facing seriously tough times, their message has been very clear: they want Napo to engage with their employers from a position of strength, but recognise that this will only be fully effective if we rebuild our membership base across the bargaining areas that we cover.

Members locally can play a major part in this exercise, by encouraging colleagues, be they union members or non-members to listen to what we will have to say during our visits which are about listening to you as well, and help us to start the recovery process together.

I have personally pledged to visit every Napo Branch as part of my contribution as I am always willing to be called to account by those whose views really matter.

News round-up

Hot off the press

Just as NQ was getting ready to go to press we heard the announcement by the MOJ that Gove was abolishing the Criminal Court Charge. This is great news for those organisations such as our own and the Howard League who have been campaigning to raise awareness of this draconian charge that has seen many defendants disproportionality affected by it. Sentencers too have campaigned against it with some even resigning on principle as the charge left them no discretion when imposing sentences. However, it is important to note that whilst Gove will bask in the lime light of his popular decision this is yet another of Failing Graylings policies that he has overturned. Let's put pressure on him now to review his other failing reforms such as the privatisation of Probation and cuts to civil legal aid.



Closure of HMP Holloway

The announcement at the end of November to close HMP Holloway came as a great shock to all in the justice system, not least the staff and prisoners who were only told of the closure as the public statement was being announced. Whilst Michael Gove had announced the closure of certain Victorian prisons due to disrepair and alleged poor conditions, he had not made reference to HMP Holloway or any women's prisons. Prisoners were reported to be deeply concerned and anxious about the announcement as it is the only women's prison in London and will lead to female prisoners being moved long distances from their families having a detrimental impact on their well-being and their ties with their families. We can only hope that any movement of prisoners is done in a planned manner and not rushed through at the detriment of those in their care. Napo would also like to send a message of solidarity to the staff that will be affected by this closure.

Syria airstrikes

At the time of writing the House of Commons has just voted in support of the Governments proposal to use airstrikes in Syria against Daesh. This is a controversial topic with most of the country being split, although most recent polls suggest that the public disagree with airstrikes in Syria by about 59% - 41%. 66 Labour MPs voted in favour of airstrikes after Jeremy Corbyn Leader of the opposition gave his party a free vote on the issue stating that it was important MPs voted with their conscience and for their constituents. The majority of the Shadow cabinet voted with their leader. However, a number of Tory MPs, most notably John Baron MP and Julian Lewis spoke out openly in the chamber against their party motion and voted against. We will have to see whether or not the decision to use airstrikes will have the desired effect of defeating Daesh or a negative impact on the area, civilians and Europe's own security.



Trade Union Bill

At the time of going to press the next hearing has yet to be scheduled. Campaign Bulletins will keep you posted on both parliamentary business and events and demonstrations.



Building a stronger union

Recruiting new members is essential if we want to build and maintain a strong and united union. It is especially important for Napo as we are a specialised union much smaller than the general unions present in the UK and we rely on our subscription income to work effectively.

As a Branch we noticed that numbers were falling as long standing members retired or left the service so we made the decision to actively recruit in our area. We have had ideas such as driving around the county with promotional material to visit every office and promote Napo and what we do. We put stands up at NPS and CRC conferences and used incentives such as 'a free t-shirt if you join today' to increase sign up.

Importantly, our regular emails to members at their home addresses keeps members up to date with what is going on in our organisations and what they can do to influence or gain more information about issues. We include details about what is going on locally with other unions and organisations and we encourage comradeship through social events and workplace meetings.

We have recently, successfully recruited a number of trainees and organisation joiners through repeated contact with them outlining the benefits of being a member of Napo and we are happy that our numbers are now rising again. It's not too difficult to highlight that in the current climate it makes sense to be in a union and clearly, people are becoming more aware that there is strength in numbers and unity. Together we stand – divided we fall.

TINA WILLIAMS

CO-CHAIR HAMPSHIRE IOW BRANCH



PBNI members show resolve in the face of uncertainty

Napo members in the Probation Service Northern Ireland have indicated their anger at the prospect of massive cuts to the operational budget and possible moves to change their terms and conditions to the NI Civil Service model as a result of the Board Operating Model that has been the subject of initial but in Napo's view wholly unsatisfactory consultation with the unions.

During a recent meeting with Senior Board Management in Belfast which was attended by local Napo representatives, Napo General Secretary Ian Lawrence and National Official Ranjit Singh, it was made clear that the prospect of substantial cuts to the operating budget posed significant risks to public safety and threatened to unravel the excellent progress that the service has made in helping communities come together in recent years.



Confusion reigns

Whilst it was acknowledged that the financial position in Northern Ireland is complicated by the various interest groups with a stake in the Justice System, it was resolved that a greater effort should be made by management to keep staff informed of developments.

A well-attended Branch meeting took place later that day where Napo members made it clear that they expected their employer to mount a robust defence against the prospect of a 15% cumulative reduction in spending over three years and that they wanted Napo to continue developing the relationship it has started to form with Members of Stormont.

Napo has committed to doing all it can to assist our members at this difficult time and National Official Ranjit Singh said: 'As always, we have been delighted with the warmth of the welcome that we received from Napo members and despite the challenges ahead of us, we look forward to working in partnership with the PBNI to try and find common ground.'

TR – the impact on staff and the Union

Employment Relations and Working Conditions in Probation after Transforming Rehabilitation – With a special focus on gender and union effects

This is the first piece of research in to TR that focusses on the impact on staff and the Union rather than service delivery. The research was conducted over the first half of 2015 by Professor Gill Kirton and Cecille Guillaume from the Centre for Research in Equality and Diversity in the School of Business and Management at Queen Mary University of London. They produced their report in September 2015.

The research starts by noting that Probation staff have historically been recognised for their resilience to change which gives context to the findings, summarised below which paint a bleak picture of the impact on staff in the wake of Transforming Rehabilitation (TR).

Staff issues

The summary findings are that those placed in the NPS are most likely to agree with their assignment and that most of the concerns around the assignments were around the assignment criteria rather than how they were applied. There is a strong perception that allocation to the CRC is de-professionalising.

The workforce has shrunk in the CRCs and grown in the NPS since the split in 2014. The CRC workforce is disproportionately lower paid which is as expected. As at 31/3/15 CRCs had 8290 FTE and the NPS had 8730 FTE. It is expected that the CRC workforce will contract further due to announcements by some contract owners to this effect.

Working conditions and employee relations have

deteriorated in the NPS and the CRCs, staff cite a lack of inclusion and consultation, feeling undervalued and uncertain and low morale. The split of staff between the NPS and CRCs was seen as divisive and lead to tension and resentment. All of this has an impact on the capacity to face the challenges inherent in the type of work staff do.

There is an impact on flexible working practices in both CRCs and the NPS, this stems from office moves, decision making powers being removed and centralising of HR functions. Workload is high leading to difficulties in managing TOIL. There is a perception of additional work to be done as well as a high number of vacancies and no cover for leave/sickness etc. Workers perceive a lack of support and pressure of deadlines on top of the workload pressures and this leads to increased stress. The results are worse in Sodexo owned CRCs, perhaps because of the timing of that company's announcement of redundancies.

There are concerns relating to health and safety due to increased stress, issues relating to lone working, working outside of the usual work base, lack of training and removal of physical safety features in offices. Information sharing is seen as a difficulty and a barrier to safe working.

Reasonable adjustments are not always being maintained and this leads some staff to struggle to cope with their workload.

Many respondents reported disillusionment with their career and future with Probation. Training concerns were noted in both NPS and the CRCs and many reported seeking to leave altogether.

Staff in both NPS and CRCs felt de-professionalised. For those in the CRCs this was due to feeling demeaned at not being able to do high risk or Court work, in the NPS this was linked to the civil service culture of centralised control. Concerns remain that role boundaries are being blurred.

Napo Issues

Napo's large network of representatives is seen as a strength but

Many respondents
reported disillusionment
with their career and
future with Probation.

Napo needs to harness the deep and widespread feelings of discontent

reducing facility time threatens this. There are issues around recruiting and training new reps and in many branches there are a higher number of reps in the NPS which causes difficulties for members in the CRCs. These issues lead to increased pressure on National Officers and Officials to fill the gaps.

Most of the losses of members are due to people leaving Probation altogether although some members left due to their dissatisfaction with the Napo strategy in the campaign against TR.

There has been an impact on recruitment of members to Napo due to lack of access to new staff joining (which used to be managed via local HR). Check-off ending is also a threat and is seen by members as a Union-busting move.

Participation has reduced amongst members due to work pressures but also due to apathy. There is a correlation between decreased politicisation and younger female entrants to the workforce. The size of larger branches (since mergers) is a barrier to participation for some.

Bargaining issues have arisen from the complex and multi-layered structures and attempts to harmonise former Trust policies highlights the greater power of employers. Napo has been blamed for poor outcomes in this environment. There is no ability to resolve issues locally and in both the NPS and the CRCs management have been reported to use the new agenda of the employer or owner as a reason that they cannot make concessions.

Members want Napo to stand up to employers more. There is a perception that branches locally are doing all they can in terms of bargaining but that nationally Napo is not. There may be an unrealistic perception of the power a Trade Union wields centrally. Overall members hope that Napo can do more but many are realistic about the chances.

There is a fear that Napo may be seen as too political by members and this is linked to some of the feelings around the second strike action against TR. There are some views that Napo

had become more focussed on professional issues than the industrial struggle and the fight against TR was expected (by members) to be 'done' by National Napo (eg via the JR) rather than by members on the front lines (eg industrial action). It seems however that most members want Napo to now focus on industrial issues but again there may be a lack of recognition of their own role in this.

Conclusions

Napo needs to harness the deep and widespread feelings of discontent to push back against the erosion of working conditions and broken promises on terms and conditions. Sustaining some form of collective bargaining is very important.

Studies have shown that privatisation leads to worsened employment conditions, especially in feminised professions such as probation. The gender pay gap is likely to increase in outsourced services. It will therefore be important to support the negotiation of policies in the CRCs to avoid a two-tier workforce and to show CRC staff that they have an equal stake in Napo.

Branches will have to change their practices with regard to meetings and communications to be inclusive of different workplaces but also younger female members who are more likely to have childcare responsibilities and older members who are more likely to have elder-care responsibilities.

Napo's future depends on its ability to balance the professional and Trade Union roles. Legitimacy is tied to being the voice of probation but Napo also needs to attract lower qualified members and professionals with a different background and professional identity.

The more politicised cohort of Officers and Officials may struggle to mobilise members to a more confrontational stance.

Napo can rely on its praised ability to organise an internal democratic debate about future strategies.

Members want
Napo to stand up to
employers more

women
+ in **napo**

Edridge at AGM

AGM is always an important date for the Edridge Fund, for the requirement to present the annual report, a chance to meet up with our reps from across the country, and also the major opportunity to raise both awareness of and contributions to the Fund. This year in Eastbourne was very successful for us on all fronts, and once again I must thank the staff and officers at Chivalry Road, and all those who attended conference, for their unstinting support.

We Trustees have wondered whether the impact of TR would have an adverse impact on Edridge's work – perhaps we would struggle to reach those who needed us? Perhaps support for the fund would decrease? Happily I can say the evidence is that these fears are, as yet, not being realised. The number of applications has remained more or less consistent with previous years, however we have noticed that in many cases, the level of hardship members are struggling with has worsened. To provide meaningful help in these cases has meant that the size of grant has increased and so the need for us to ensure that our income continues to grow is a constant issue for us.

The support we received at AGM this year was outstanding, overall receipts were up by £200 on last year and the stall was busy from beginning to end. Our administrator Sarah was delighted to tell us that the number of recruits to the 50/50 lottery has reached its highest number since the re-launch in February 2010, and every month some lucky winner (and the Fund) currently receives £126.

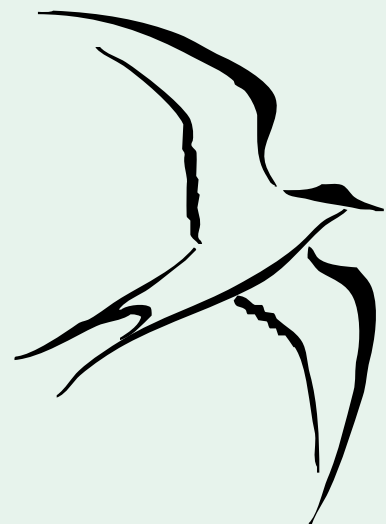
The bucket collection raised £345 and general donations and contributions from branches brought in a further £60.90. The early morning (and this year I gather very chilly) swim in the sea is rapidly becoming, in fact already is, an AGM tradition. Donations from this totalled a fantastic £150. Christmas card and

merchandise sales also went well. We also received a personal donation of £125 – the generosity of probation and family court staff is wonderful and we know from feedback that applicants very much appreciate that the support they receive is coming from their colleagues. Every little helps, for example £10.91 was raised from 5p donations in lieu of plastic bag charges, so all efforts to fundraise are very welcome, and anyone wanting to help on this front, or who is interested in becoming a rep or a Trustee, please contact the office (020 3397 7025) and someone will get back to you.

On a personal note, this year was my final AGM as both Chair and a trustee, as my second and final term ends next summer. I will have been involved with Edridge for nearly 20 years, initially as a local rep, and then 10 years as a Trustee. Probation and family court work are all about people, as is Edridge, and the Fund is so special because it is the only charity specifically and solely devoted to staff who work, or have worked, in those professions. The Fund continues to recruit fantastic individuals, as staff, local reps and Trustees, and it has been a pleasure and privilege to work with them all. I really appreciated the kind words, and the beautiful gift which was presented to me at AGM – as I said at the time, Napo and Edridge are both very important organisations, and probably there was never a time when it was so critical for them to receive our continuing support. As for Edridge, every contribution to our work, from Chivalry Rd, individuals, branches and offices, enables us to keep going and we can all help in the most fundamental way by ensuring 'Edridge' is a familiar name to all staff and that everyone who needs us is encouraged and enabled to contact us. Keep up the good work!

ANNE KING, CHAIR OF TRUSTEES, THE EDRIDGE FUND

The support we
received at AGM this
year was outstanding



GFTU Progressive Summit

20–22 November 2015

The GFTU (General Federation of Trade Unions), was originally created out of acts of great solidarity between specialist trade unions. Originally they pooled resources to create a huge strike fund to protect workers in particular areas in times of conflict between employers and employees. Not long after the General Strike, the affiliates used their resources to create a London headquarters, which became a base for unions who largely worked outside of London.

In the sixties they again combined to create a pension scheme and in the seventies, did the same to create an Educational Trust to provide free Trade Union training. Since this time the GFTU has engaged in a number of activities to support small unions in times of difficulty, including the provision of equipment and software following the introduction of IT systems.

In 1991 the GFTU agreed a code of conduct between affiliates not to poach within each others' sphere of influence and to be proactive in supporting every other union's growth. On an ongoing basis over the years maximum solidarity has been achieved between affiliates and by the GFTU to affiliates when they need it, and there is a GFTU campaign fund managed by the Executive Committee

Napo is an affiliate of the GFTU, who has a General Secretary, a President and Vice-President and an Executive Committee, who are the decision making body. Both Ian Lawrence and myself have elected seats on the Executive Committee and as such have access to the most up to date thinking and are therefore able to have an opportunity to influence the decision making process.

GFTU summit

The GFTU progressive summit was held over the weekend of 20-22 November. It was borne out of a need to grow the GFTU, whilst recognising that growth within the wider trade union movement is a necessity, given the constant attacks on our respective members. The focus of the summit was two-fold; firstly the need to re-energise activists and the need to engage younger members, who will become the leaders of the future; and secondly, given the roots of the GFTU, to consider how we could develop shared services between affiliates across a wide range of services.

The summit was widely attended, for Napo: myself, Ian Lawrence, Tania Bassett and Theresa Boorman for the latter part focussing on shared services. There were a number of academic participants/keynote speakers who introduced the summit to their research and ideas as well as a number of offers to complete further work on our behalf. In addition, GFTU staff covering financial and legal services were represented and who were interested in looking at providing affiliates with services at a cost saving.

The initial part of the summit looking at engaging members and growing the movement fitted in perfectly with Napo's re-engagement strategy and some comfort was taken in the



knowledge that other unions are facing similar threats as we are; but more importantly some have been in far worse positions and have fought their way out of it!

Looking at educational services, it was recognised that traditional methods are no longer doing what we need them to do. Whilst still effective for those who can access them, there are many more who cannot access training courses, due to work commitments (not being released), cost of travel, family commitments and others. The GFTU aim to look at developing alternative training options, recognising different learning needs, availability, cost etc. One of our academic guests introduced us to the idea of MOOC's (Massive Open Online Courses), which is an online facility which activists can tap in and out of as time allows. Not the preferred choice, as this doesn't replicate face to face discussion or learning sets but nevertheless food for thought for the future.

The future face of the union movement?

Moving on to looking at shared services, discussions focussed around the sharing of ideas and pooling of resources which could be a huge cost saving to those who want to take part. We discovered one union has its own printing press and distribution centre which is only in use for approximately 40% of the time. Others have office space or online member helplines which could be open to use by other affiliates.

Finally, some discussion was held around the feasibility of developing a shared hub in Central London, which affiliates could access, use desk space, hold meetings etc. By pooling resources and sharing the costs this is something which could be extremely beneficial to small unions based outside of London as well as those within it.

It is early days but the concept of smaller bespoke unions pooling together to reduce costs, share resources and increase buying power is something which we feel could be beneficial to Napo. No decisions have been made as yet but the consensus of the affiliates is that they want the GFTU Executive Committee to explore these options further. Our next meeting is scheduled for January 2016 when we will start to explore our options further and I for one am pleased that Napo can be part of this exciting proposal.

YVONNE PATTISON, NAPO NATIONAL CO-CHAIR

Health & Safety

New ways of working

My main health and safety focus recently has been around impact on members of CRC's 'estates vision' and plans for 'agile working' which involve changes to office layout including removal of glass screens from reception desks, open plan offices, interviewing from booths, hub and homeworking.

Sodexo have been the first of the CRC contractors to push ahead with their plans, a number of other CRC's are hard on their heels. We can expect that most of the CRC's will try to push ahead with similar plans.

In October Sodexo Napo reps, officers and officials met with the company to speak about our safety concerns regarding the company's estates 'vision'. Our discussions were based around a detailed critique of Sodexo's plans which I presented at the meeting.

We explained that we were alarmed that there was no reference in Sodexo's 'Estates Vision' document of safety legislation or of the need to consult with trade union safety reps and staff regarding the proposals. Indicative of the scant regard the company place on safety was the fact their safety manager was not at the meeting.

Since then Napo Sodexo reps have been battling away to make changes to how Sodexo's plans impact individual workplaces and they are to be congratulated on their success at securing some changes which will improve the safety of staff working in this new environment.

Napo AGM

Given the importance of these issues to CRC staff (and knock on impact on NPS members) much of Napo safety committees work at AGM was around this:

Health and Safety committee fringe meeting

Dr Jake Phillips, Senior lecturer in criminology at Sheffield Hallam University spoke about his research around the layout and design of the probation estates and impact on clients and staff. He argued that probation offices designed according

to MoJ guides potentially perpetuated the creation of an 'us and them' attitude in probation. He also argued that the exterior and location of probation offices represents probation's move away from the communities it serves. Jake accompanied his presentation with photographs of probation office design and architecture around Europe.

Members explained they were supportive of a client friendly office layout – but that this must not put at risk safe ways of working. A particular focus of discussion was around the interview booths. Jake Phillips confirmed that clients needed this private space and that confidentiality was important for clients and that if probation staff discuss, for example, sex offending, it is vital that only the appropriate people are party to the information.

AGM Health and safety survey

There was a good response to the Napo survey on the new ways of working. From which the following comments sum up members CRC members' views:

- *Private companies have little understanding of 'our business' and those we work with*
- *Interview space should be user friendly in line with desistance approach. Should be non-oppressive. It is paramount however that safety of staff is guaranteed.*

The survey results will be used to influence the Napo safety committee's work around this issue over the next year.

Conclusion

Although some improvements have been secured by local reps in individual workplaces there is still some way to go – particularly at the bottom line for Sodexo, and indeed a number of the CRC's, seems to be the removal of glass screens on the reception desk and interviewing from booths.

We need more safety reps to be able to cover all workplaces – if you are interested in becoming a safety representative please contact your local branch. You will receive help, training and advice and you can see from this article that the role gives you a real opportunity to improve your workplace.

If you want more information on the role of safety reps or want to read Napo's advice bulleting on how on office closure, hub working, home working etc. – please see the Napo web site at <https://www.napo.org.uk/health-safety>

SARAH FRIDAY

NAPO NATIONAL OFFICIAL (HEALTH AND SAFETY)



Health & Safety

News in brief

Branch stress at work awareness event

The Cumbria and Lancashire Napo branch invited me to speak at this recent half day event for members. The branch had already promoted the Napo stress survey, but it was good to hear that members went away from the event and encouraged more colleagues to complete the survey and have used the outcomes as basis for discussion around stress at work at the NW NPS safety committee.

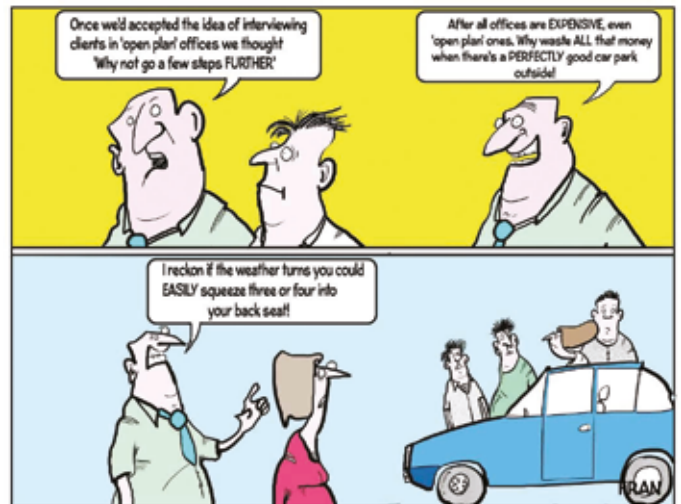


National CRC/NPS safety managers meetings

These meetings provide a useful overview of what is happening safety wise across the divide and I was pleased to be here at a recent meeting that the HSE inspector will do what she can to encourage attendance at these meetings.

NPS SE&E healthy working/healthy living event

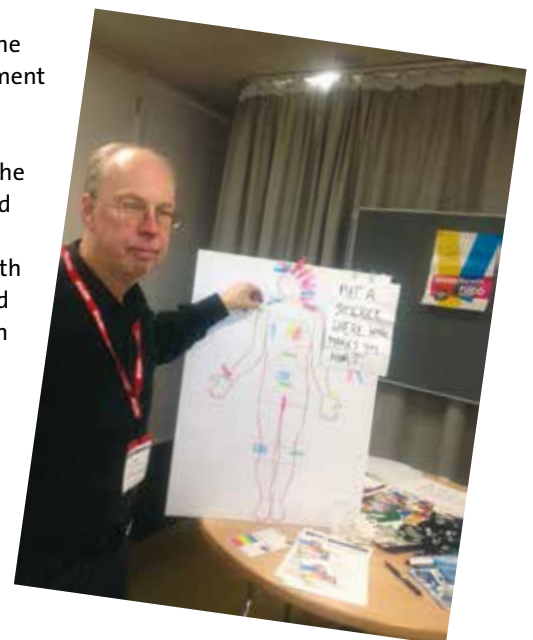
Eriks Puce, from Kent, Surrey and Sussex branch and I attended this recent two day event to speak about Napo. The event was a welcome initiative from SE&E NPS. There were speakers on a range of health and mental health issues and staff were given paid time off to attend. However there was too little focus on work issues and negative impact work can have on health. Instead the focus was on how individuals can improve their health and how this will make them more 'resilient' at work.



Cafcass health and safety group steering group

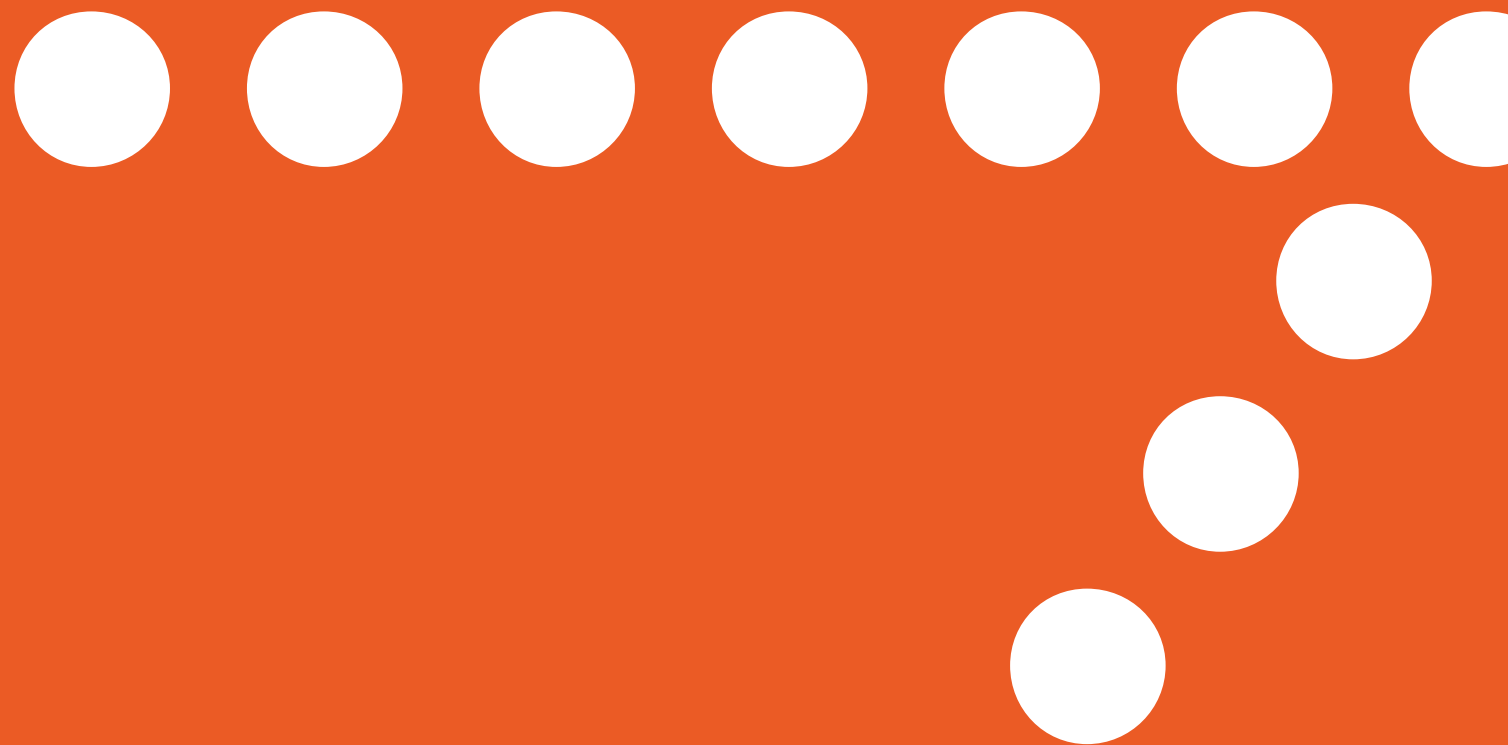
Cafcass focus is also on resilience. There is now record low social worker absence – 6.5 days and Cafcass argue that this has been achieved through their Health and Wellbeing Strategy. While we agree that the policy may have assisted staff to stay in work longer before they go off sick, the drop in sickness levels is due to the aggressive way in which staff are pushed through the absence management procedure.

Cafcass must begin to address the problems that lead to the majority of occupational health referrals (30%) and over emphasise on resilience as this will do little to bring this figure down.



E3 is coming your way...

Katie Lomas and Ian Lawrence analyse
the challenges for Napo members



Staff working in the NPS have faced a massive amount of change and chaos over the past 18 months as the full impact of Transforming Rehabilitation begins to unravel. From the 1 June 2014 our members found themselves in a new organisation created without the requisite amount of preparation or planning. The support infrastructure that had helped staff to cope with a highly stressful job no longer existed. Since then, most NPS divisions have now recruited heavily to form their “hub” but not all are fully functional. Policies and processes that in some cases are entirely new have been introduced by way of lengthy emails that many of our members claim they have had no time to read. Many staff in the new organisation already carrying a full caseload, found themselves being allocated a high number of newly transferred cases. This meant there was no time to read the incessant number of “Welcome to the NPS” or “Getting Started” emails that were sent out in lieu of a proper induction.

Napo’s response so far

Allied to the above we have continually rehearsed our concerns around the fact that TR has by any standards been one of the worst examples of change management that we have ever seen, and that important initiatives on which we would have expected to see a lot more progress on such as the Work Measurement Tool (WMT), have been subsumed into the emerging E3 work streams, thus denying the Unions an earlier opportunity to influence this particular issue further.

Senior NOMS management have been reminded that under the (still draft) revised Employee Care & Workload Prioritisation Agreement, union engagement is fundamental to this process of revision and indeed essential if NOMS wish to secure ‘buy-in’ from staff.

At last we have seen something of a breakthrough in that Napo have been given assurances by E3 project director Jim Barton that there is plenty of scope for negotiation and have obtained representation on each of the E3 work streams – as opposed to periodic report backs at the central E3 forum. This is a significant commitment on our part and given that this is

‘professional’ as opposed to strictly ‘union’ business, we have also agreed with senior NOMS management that that our member’s involvement will be treated as project time.

The impact on Napo members

One of the side effects of creating a national entity like the NPS is that decisions are made centrally and local management often struggle through no fault of their own, to make proper sense of how to implement them in the real world. Local union representatives who were previously able to exploit excellent relationships with their former Trust Management now have no real access to the NPS decision makers.

This places increased strain on our local reps who make a massive contribution to the life and fabric of the Union, and Napo’s National Officers and Officials; all of whom have to make sense of the NPS proposals and how they will impact on staff from each of the former Trusts (especially as there were lots of variation in the way that each Trust operated). Previously, the central tenet of Napo’s ability to respond or react to major change has been our reliance on members in branches to help us to make sense of the impact on them, via our branch structures and Napo committees. This is still as important as it ever was but we can no longer rely on traditional mechanisms to help us deal with the challenges such as those posed by the E3 project.

Below is a summary of the areas of engagement that Napo is preparing to tackle in the coming months. Some of these are directly linked to the E3 proposals, others are as a consequence and some need to be resolved if E3 is to reach fruition:

Job Evaluation and the ‘more for less’ agenda

Over the next two months job evaluation panels will be convened (using the established National Negotiating Council process). These are composed of a number of fully trained Job Evaluators including Napo nominees. They will look at five generic job descriptions and recommend which grade/pay band should be applied. While this involvement is welcomed, the fact is that the employer’s agenda as dictated by the Government’s continuing austerity programme, is to secure

more for less from its public sector workforce. It will therefore come as no surprise to our members that the NOMS agenda is likely to be markedly different to Napo's in this regard.

Victim Liaison Officers

An especially vivid example of the tensions that are already out there, is that which has been a major area of debate amongst Napo's Victim Liaison Officer (VLO) members. Our comprehensive research shows that VLO's around the country are paid at different bands, some at 3 and some at 4. The E3 project blueprint (which has not been agreed by the probation unions and is to be the subject of future negotiations), suggests that the role should be at band 3 which obviously causes concern to those staff in various areas currently fulfilling this role at band 4 as well as those at band 3 who believe they should be graded one band higher.

Many VLO members have been in touch to confirm that they consider Napo to be best placed to take forward their issues and many have helped us to collate vital information so that we can respond to the challenges to their professionalism. We will keep branches informed of progress on this aspect of the E3 project. One of the issues is the drive by NOMS to include VLO work in the generic PSO job description which seems to be an impossible task, yet another example of the thought process from NOMS and recommendations that flow from people who clearly do not properly understand the work that our members undertake.

External transfers into the NPS

Other issues that are bound to impact on the E3 plans include mobility and transfer policy. It is well known that members who were originally allocated to a CRC have subsequently been offered jobs to fill vacancies in the NPS, but many, because of the legislative restrictions explained below, remain unhappy.

The staff transfer agreement protected the continuity of service for people who transferred between the NPS or CRCs (or vice versa) during the original assignment and this was maintained up to the point of share sale. Contrary to some unfortunately misleading information appearing in social media, the rules are clear in that it is not possible for people

transferring back into the NPS from an external organisation (including from CRCs post share sale) to retain their continuity of service due to Civil Service restrictions. This means that those members who are being recruited into the NPS now will not retain their continuity of service including accrued sick pay and holidays. It is possible for a case to be made on an individual basis for staff to be paid at the same pay point as they had in the CRC but this is not guaranteed and financial constraints may make it less likely as the NPS faces budget cuts.

All of this of course proves Napo's point that we made to Chris Grayling at the time of the 'staff split', that the assignment process itself was deeply flawed and not fit for purpose. There is no joy in saying we told him so, since Mr Grayling is no longer likely to listen to us now than he did then; but many members have suffered due to the process and the way it was implemented.

This obviously places many members in a difficult situation, since they have accrued maximum holidays and sick pay and losing this is not a welcome proposition. Nevertheless, the looming spectre of job cuts in the CRC's increases pressure to move if there are jobs available. Although we continue to highlight the unfairness of the situation to NOMS and the Justice Secretary Michael Gove, it is highly unlikely that we will be able to change the policy which applies to the whole of the Civil Service. If any member is experiencing difficulties relating to a move from one organisation to another you can contact your local branch rep for advice and support.

NPS Office moves

More for less' has impacted deeply on the whole of the Criminal Justice Sector and the NPS estates strategy has resulted in many CRC's seeking to relocate to new premises and this obviously has a negative impact on staff in both arms of the service.

We are aware of some NPS areas where staff have been told they will move to new locations yet others will stay in the same building. In both circumstances there are challenges. Reception and other support staff have to be recruited; buildings may have to be altered to suit the new occupants and this places pressure on already stretched NPS budgets. The loss of

co-location with CRC's is an already major blow to maintaining proper communication which is vital to risk management, but there is a need to make sure that new offices and new working arrangements are safe. Health and Safety risk assessments and inspections can help to force employers to resolve issues before a concern becomes a disaster.

It is hard to see from the E3 blueprint that sufficient importance has been ascribed to this aspect of the plans.

Policies, Policies, Policies

The lengthy process of harmonising NPS HR policies in order to pave the way for the E3 transition continues. The negotiations on these policies are fraught and demand a huge amount of Napo's time. For example many members will be eagerly awaiting harmonisation with the Civil Service maternity/paternity leave policy which is more generous than any former Trust policy but unsurprisingly, NOMS prefer to harmonise other policies which are less preferential for our members. The negotiating team continue to push NOMS to a more sensible position on this but ultimately the question of industrial action may need to feature again amongst Napo members. .

The agenda for Napo from here

Meanwhile the process of examining the E3 proposals and making sense of the likely impact of them on our members continues. We now have our Professional Committee working on a detailed initial response and Napo members are working within the job evaluation panels and nominating themselves for places on the E3 work streams. All of these activities are hugely appreciated by Napo Officers and Officials and as much information that results from this work will be issued to members at the earliest opportunity.

These activities will enhance our negotiating position, but there can be no doubt that E3 will stretch Napo's resources to the limit over the coming months as we seek to cope with the other pressing issues such as the attack on our finances presented by the decision to remove 'check off' and the launch of our re-engagement strategy and the increasing challenges that are emerging from the 24 employers that Napo is now dealing with.



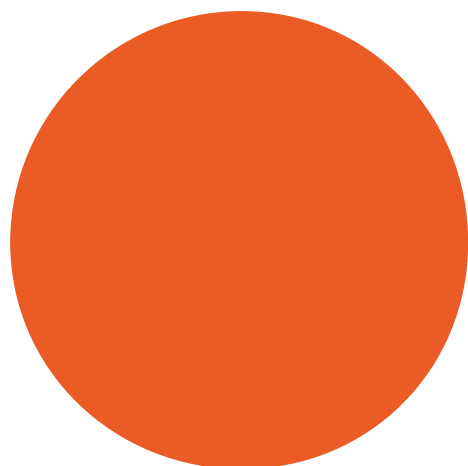
Part of a wider movement

As we go to press junior doctors are about to stage their first strike in a dispute over contracts. What has this got to do with us, you might say?

Firstly, they achieved a 76% turnout and 98% of those balloted fully support the strike. The public overwhelmingly back the action with one opinion poll showing a staggering 95% in favour and a petition in support reaching almost 95,000 signatures. Results like this drive a coach and horses through the Tory Government Trade Union Bill and give the lie to myth that strikes don't go down well with the public.

Secondly, the dispute is centred on the terms of junior doctors' contracts and in particular on abolishing automatic pay progression and the payments they currently receive for working unsocial hours. Jeremy Hunt wants to impose seven day per week working across the NHS for no extra pay, a proposal that prompted furious health professionals to post #I'mInWorkJeremy selfies from their weekend shifts earlier this year. If he is successful, not just doctors and nurses but all workers supplying public services such as those in prison, courts and probation Approved Premises could soon see their allowances cut. In the context of extended working hours across the criminal justice system we all have an interest in seeing the doctors win.

Lastly, Napo is a small union and at times it can seem like we are fighting alone against almost impossible odds. In reality all unions are under concerted attacks, like the removal of check-off for example, but we can draw strength from other groups of workers and professionals now moving into action. A number of Napo activists attended the 700 strong Trade Union Coordinating Group (TUCG) rally in London on 21 November where the ground was prepared for coordinated action against austerity. We are proud to be part of this wider movement.





Annual General Meeting

Eastbourne 2015

This year AGM returned to Eastbourne where members were greeted with three seasons of weather in three days. A big thank you to all who attended and made contributions throughout the event. We would also like to take this opportunity to thank all of our guests and guest speakers the entertainment provided by Cuba Solidarity and Xcite. Napo would also like to thank all the stall holders who attended this year. We had a variety of different organisations and services represented including the Police Credit Union and The Morning Star (who provided free copies of the paper to members). Finally, a huge thank you to all the staff at Napo who worked tirelessly to make the event possible.

This year was unique in many ways from previous years. Our long standing friend John McDonnell was unable to join us. Hardly surprising given his recent rise to fame in his newly appointed post as Shadow Chancellor in Jeremy Corbyn shadow





cabinet. John has apologised for not being available for AGM and has since sent a message of support to members.

Our other long standing friend Elfyn Llwyd retired from parliament this year. As such he was unable to give his usual parliamentary update, which was instead provided by Simeon Andrews of the Trade Union Co-ordinating Group. Elfyn did, however, attend and formally opened conference on Thursday afternoon. He was then presented with Honorary Lifetime Membership of Napo as a sign of gratitude from Napo for all the support and hard work he has done during his political career to raise awareness of Napo's campaigns, speak up for members in the House of Commons and fight against privatisation. We know members will join us in saying a huge thank you to Elfyn, he will be sorely missed.

It cannot be ignored however, that we struggled with quoracy this year. Conference did finally reach a full quoracy on the Friday but for only a short period of time which limited what business could be done. A decision was taken on the last day to acknowledge the time and effort members had made in writing motions and speeches and conference voted to debate

the motions in order of business with a view to ratifying them at the next National Executive Committee meeting. Those motions passed pending ratification can be found below.

One of the key reasons for members not being able to attend AGM was the lack of facility time available for some CRC members and all NPS members. An issue raised by PJ McFarlan from the POA when he directly asked Frances Stuart from NOMS if he had taken annual leave to attend Napo's AGM or was he there in official paid time!

Napo is proud to be a democratic union with an AGM open to all members to attend and contribute. It is imperative then that AGM remains accessible and meets the needs of the members. A consultation paper has been sent out to all members and is available on the website. Please take a few minutes to respond. Next year's AGM will take place 29 September – 1 October, St David's Hall, Cardiff.



AGM Resolutions

Eastbourne 2015

Equal Rights Committee

1. Unreasonable adjustments

This AGM is aware that, since the demise of Probation Trusts, some of our disabled members have seen negative changes to their reasonable adjustments. Administrative support has been decreased or removed and workload reductions have been removed or similarly decreased. Business need has been the reason cited and several members affected are in fear for their jobs as their ability to undertake their roles has been jeopardised by the removal of this support. Some are already facing capability proceedings.

This union believes that these cuts to reasonable adjustments could constitute a breach of the Equality Act 2010. It further believes that the proposed cuts to Access to Work funding will lead to even less favourable treatment of disabled members.

This union calls on the Officers and Officials to consult with the TUC and legal representatives in order to take whatever action is necessary to hold the MoJ/NOMS to account and ensure disabled members are not discriminated against by less favourable treatment and unreasonable adjustments.

Family Court Committee

2. End indefinite detention under Immigration Rules

People from ethnic minorities are held in Immigration Removal Centres indefinitely with no automatic date for judicial oversight of the decision to detain. This has a significant detrimental impact on their well-being and on their children. Cafcass speaks with people in immigration detention regarding Family Court applications about their children; and NOMS and CRC practitioners will be concerned about the immorality of detaining people when community measures could be engaged.

The report of the All Party Parliamentary Inquiry into Immigration Detention – APPI [March 2015] made clear and strong recommendations:

- the UK government should learn from best practice abroad where alternatives to detention are used;
- depriving an individual of their liberty for the purposes of immigration detention should be only used to effect removal;
- statute be changed so that there will be a maximum time limit for detention of 28 days, and a requirement that any decision to detain has a judicial review within 7 days.

We ask members of the Family Court Unions Parliamentary Group to lobby MPs to table questions in Parliament and otherwise pressure the Government to bring into Law the recommendations of the APPI and to join with other relevant groups working to bring this about.

Health & Safety Committee

3. Trade union facility time for Napo health and safety representatives

The role of the trade union health and safety representative is a statutory position giving representatives the right to carry out their duties, thereby promoting a safer working environment for everyone. The role is vital in terms of:

- representing workers rights;
- raising awareness of problems and issues which impact upon workers health and well-being;
- ensuring necessary control measures are implemented and monitoring outcomes.

Safety representatives cannot fulfil this role without adequate facility time.

In a political climate which is illustrated by government cuts, and constant change, such as Transforming Rehabilitation, the need for safety representatives in the workplace is even greater than ever.

The Trade Union Bill threatens and undermines the role of the safety representative. The proposal to allow ministers to restrict the rights to facility time given to safety representatives, by amending the Health and Safety at Work Act, is of great concern.

Therefore we call upon Napo members to support our demand for existing statutory rights of safety representatives to be upheld, and for fair and equitable facility time to be granted to safety representatives, which is in the best interests of all.

Constitutional Amendments

CA1. Professional Associate Members and Quoracy at General Meetings

Delete Clause 13(c) and replace with a new clause 13 (c) as follows:

A General Meeting shall be quorate when 5% of 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 5% of full and professional associate members are present in the hall.

#killthebill



David Raho, Greater London Branch

A number of Napo members – including all the branch officer's in London – have been actively involved in the #killthebill campaign against the proposals in the Trade Union Bill. This had its first reading in the House of Commons on the 11 November and we now await the date for the main House of Commons debate.

The fact is that many active Napo members, whether split into the NPS or CRCs, are currently struggling with the harsh reality of what has been described by the recently departing CRC CEO in London as the 'dogs breakfast' that is TR. No Napo member can be blamed at this time for having little or no energy to campaign against the Trade Union Bill.

Pat Waterman Chair of London Branch said 'My branch is currently without funds and my hard pressed members gave their all during the TR campaign. The resources we have are fully committed to getting the best for our members in the new probation environment. However, we will do whatever we can to motivate members to oppose this underhand and vindictive attack on the trade union movement'.

The government is clearly depending on a battered and bruised trade union movement to offer little resistance as they painfully push, pull, and drag this destructive Bill through the parliamentary process. They know only too well that it is the trade unions that are the largest democratic organisations in this country and quite simply the only organisations powerful enough to stand up for workers. Many multinational corporations now look to the government to legislate to remove anyone or anything that they believe might hinder their profit making activities aimed solely at increasing the wealth of their shareholders and investors.

It is in the public's interest that trade unions continue to be able to hold employers both public and private to account through collective bargaining, negotiated agreements, mutually respected complaint procedures, health and safety committees. Workers must be allowed to protest and take industrial action (up to and including strike action) when all reasonable efforts to reach a negotiated settlement have been exhausted.

The Trade Union Bill can be seen as legislation with the single purpose of making trade union activity of any kind so difficult and onerous that those involved will give up and give in to employer's demands. It hopes to do this by seeking to allow employers, including those in the public sector, to limit trade union activity and protest to ineffective levels. The Bill even goes against the trend in the EU where other member states have agreed not to allow employers to replace striking workers with temporary agency workers - a practice seen as provocative in the extreme. It seeks to impose further red tape, bureaucracy, and complex rules with the intention of deterring pickets and protesters with the threat of fining them if someone is not able to produce documentation in full or if they are not wearing the correct armbands or badges. The proposal to increase ballot thresholds requires even higher percentages of members to vote before action can be taken.

It will concern many that if the legislation is passed it will allow full government access to union files and union membership lists. The Bill promises further restrictions on facility time for public sector union reps and no 'check-off' in the public sector. If it is passed it will almost certainly damage our democracy and shift the power balance between workers and employers to a degree that would not be tolerated in any other current EU member state and not seen in a European democracy since the 1930s when trade union activities were initially made increasingly difficult through anti-union legislation, government encouraged scapegoating, union membership records were seized, trade union leaders and activists targeted and subjected to public humiliation, arrested, imprisoned without trial, beaten and often worked to death or otherwise killed. All in accordance with the law.

We should then do all we can to resist this attack on our unions and on democracy because if we fail then our power to engage constructively with employers as equals to resolve disputes and our right to take action as a last resort will be severely curtailed. Support the campaign.

DAVID A RAHO, LONDON BRANCH RESEARCH AND INFORMATION OFFICER

Our inaugural guest writer,
Frances Crook, on:

Change can happen



Some years ago the Howard League set up an independent expert review of what should happen to the penal system. We called it 'Do better, do less'.

Too many governments have come in with enthusiasm for doing more, in the mistaken belief that this means better. We have ended up with more prisons, more prisoners, a bulging system that costs a fortune and blights lives. It is disappointing that the new regime appears to have fallen into the same old trap – the Treasury's Spending Review in November included plans to build nine new jails.

It is a big mistake to imagine that the justice system can be asked to sort out people's lives. Prisons rarely, very rarely, turn people into model citizens able to get a great job and settle with a family. It is naïve to think that building huge new prisons with fewer staff but lots of classrooms will help to 'rehabilitate' people.

The message of new prisons providing the answer to all our problems has been repeated ad nauseam. New Labour embarked on a massive prison-building programme with exactly the same message that was trotted out in the Spending Review – that new buildings will solve all our problems.

The heart of the problem is that too many people are sent to prison, both on remand and under sentence. About 70 per cent of the people remanded to prison by magistrates do not go on to be given a custodial sentence, and tens of thousands get sentenced to a few weeks or months. An erroneous diagnosis of the problem has led to expensive and ineffective policy responses, when governments ought to have focused on stemming the flow into the system.

It is so seductive for well-meaning ministers to want to sort out people's lives. But this is not the way to do it. Homeless people stealing because they are hungry (yes, it is happening more and more) are taking up police and court time and ending up in prison. We all know that mentally ill people comprise a substantial proportion of the prison population. It is cheaper, kinder and more efficacious to invest in front line services that prevent much of the crime that triggers a criminal justice intervention.

That does leave a cohort of men who have committed serious and violent crime and will be held in custody for public safety reasons. This is where I agree with recent announcements that prison needs to be transformed. The Howard League has developed a plan for this, allowing long-term prisoners to work and earn a real wage.

The Spending Review was an opportunity to do something different and to move away from repeating the mistakes of the past. There is still time.

We have a radical Secretary of State for Justice whose rhetoric is redemptive and compassionate. He has scrapped plans to build a giant prison for children; he has ended the ban on sending books to prisoners; and, more recently, he has announced that the criminal courts charge will be abolished in time for Christmas.

The charge was introduced in April, and the Howard League has led the opposition to it ever since, highlighting dozens of cases from across England and Wales that illustrate why the policy is unfair, unrealistic and unjust.

Cases that we brought to national attention included a woman 'who had not eaten in days' but was ordered to pay more than £300 for stealing a 75p pack of Mars bars; a homeless woman who was told to find £200 for begging in a car park; and a frustrated judge who was told he had no choice but to impose a £900 charge on a homeless shoplifter.

The Howard League presented its dossier of cases to the House of Commons Justice Committee. The charity also gave oral evidence to the Committee, which subsequently called for the charge to be abolished.

Change can happen. I hope that the Secretary of State now has the courage to pursue the radical reform that is clearly needed in courts and prisons.

FRANCES CROOK



Police Credit Union has arrived... just in time for December and the New Year

In case you missed the launch at the AGM in October, Police Credit Union services for Napo members are now up and running, with payroll deduction in place. Everyone at PCU welcomes our new Napo members and look forward to a long and happy association.

At the time of writing, Christmas and 2016 are only a month away. This is a great time to realise why PCU has been introduced by Napo for its members, as this time of the year is so often very challenging for everyone's finances, both before and after the seasonal period with presents in December or that horrible credit card bill in January.

With the current average credit card interest rate not far short of 20% APR and the interest added to the previous interest each month unless the balance is cleared, a PCU loan becomes a very attractive facility, whether to prepare for Christmas or to consolidate the credit card or other debts early in the New Year.

Apart from the much lower interest rates available on PCU loans, the interest is charged on a reducing balance with no compounding; the loan is not subject to a fee, if it is paid off early; there is generally the much easier way of paying off your loan and interest with payments taken directly from your pay, meaning you don't have to bother about paying from your net salary every month and, not the least, PCU offers life cover at no extra cost (with some terms and conditions, of course) for all borrowers up to age 70. In the event of a claim, the loan balance is written off up to the maximum of £25,000.

Police Credit Union has been offering a Christmas 2015 loan and, to help even further, this is being extended into January with a quick loan for the Winter Blues that tend to arise when that credit card statement falls through the letterbox.

In addition, as all borrowers are savers as well, life cover under similar terms and conditions is provided at no extra cost, up to the age 65, to double the savings balance up to a separate

maximum of £25,000.

Savers have easy, notice free access to their savings and are paid a dividend each year, based on the available surplus from the previous financial year's business.

We also already offer savings facilities for junior members up to the age of 18 at the same rate of dividend and we intend to extend the availability of PCU services (both savings and loans) to family members during 2016.

Once you've joined Police Credit Union by agreeing to save at least £10 per month, you'll see the value of being with a credit union. It's not just the rates, life cover and general benefits but, whilst we cannot always say yes to a loan application (as we are legally obliged to safeguard our savers' funds), we always try to help in some degree, if we can. Think of how your bank approaches that!

Police Credit Union was formed in 2003 from seven separate credit unions serving certain police federations. It has developed into providing straightforward savings and loans, in the true credit union ethos, to prison officers and, more recently, was chosen to be one of the three credit unions authorised to provide services to the whole armed forces. It is a mutual not for profit organisation whose corporate governance is in the control of member representatives. It is also protected by the Financial Services Compensation Scheme to safeguard all savers' funds to £75,000, just as with banks and building societies.

If you want to find out more about any aspect of Police Credit Union, please call Joel Lea on 0121 700 1221 or 0845 371 7303 (local rate) or email him on napo@policecu.co.uk or check out www.policecu.co.uk/napo

With best wishes for a peaceful Christmas and prosperous 2016.

PETER EVANS
CHIEF EXECUTIVE



Napo Branches

BR01 Thames Valley
BR08 Essex
BR10 South Yorkshire
BR11 Hampshire & IOW
BR17 Merseyside
BR20 Northern Ireland
BR22 Northumbria
BR34 West Yorkshire

BR37 Greater London
BR48 Durham Tees Valley
BR49 Staffordshire West Midlands
BR50 Cymru
BR55 Cumbria & Lancashire
BR56 Cheshire & Greater Manchester
BR57 Western Branch
BR58 South Southwestern Branch

BR59 East Coast
BR60 East Anglia
BR61 The Four Shires
BR62 Kent, Surrey & Sussex
BR63 The Mercia Branch
BR64 East Midlands



Who's Who at Napo Head Office

Napo's National Officers are



Chris Winters
Co-Chair



Yvonne Pattison
Co-Chair



Chris Pearson
Vice Chair
(Finance)



Katie Lomas
Vice Chair
(Probation)



Dave Adams
Vice Chair
(Probation)



Chas Berry
Vice Chair
(Probation)



Jay Barlow
Vice Chair
(Family Court)



Ian Lawrence
General Secretary



Dean Rogers
Assistant General
Secretary



Mike McClelland
National Official
(Professional &
Training)



Ranjit Singh
National Official
(Trade Union
Organisation,
Equality &
Diversity)



Tania Bassett
National Official
(Press, Parliament &
Campaigns)



Sarah Friday
National Official
(Health & Safety
and Family Court)



Theresa Boorman
Finance Officer



Keith Waldron
Human Resources &
Office Manager

Napo's Administrative staff are

Annoesjka Valent
Administrator to General Secretary

Cynthia Griffith
Administrator to Assistant General
Secretary & National Official (Trade Union
Organisation)

Anne Burbidge
Membership Administrator

Taytula Burke
Membership & Publications
Administrator

Kath Falcon
Administrator to National Official (Press,
Parliament & Campaigns)

Jacqui Paryag
Administrator – Reception,
Family Court Committee

Margaret Pearce
Administrator to National Official
(Health & Safety)

Shireena Suleman
Administrator to National Official
(Professional & Training) & National
Official (Equality & Diversity)

Liz Manville
Assistant to Finance Officer

SWITCHING TO DIRECT DEBIT

For the attention of all NPS Members

You may already be aware that from 1 January 2016, the MoJ will remove the option for Napo members working in the NPS to pay their subscriptions by salary deduction. To ensure continuation of membership, we are asking our NPS members to complete a Direct Debit mandate.

So that we have your details in place ready for the switchover, please complete a Direct Debit mandate by hand and return to us as soon as possible. You can download a form here: <https://www.napo.org.uk/sites/default/files/NAPO%20DIRECT%20DEBIT%20FORM.pdf> You will need to put your membership number in the reference box so we can identify you correctly.

Please note that you should continue paying your subscriptions through check-off until we have contacted you to confirm your Direct Debit has been set up. The date of your first payment and payment amount will be clearly stated in the letter, and we will also include a DPD4 form so that you can cancel your subscriptions with NPS.

At this stage we can only accept paper forms – we are currently working with our bank and our IT specialists to provide online and telephone sign-up and we hope to issue more news about this soon. Meanwhile we ask that you please send your completed form to:

Napo Membership Department
FREEPOST NAPO
4 Chivalry Road
London SW11 1HT

Alternatively you can scan your completed form and email it to:
membership@napo.org.uk

Please ensure that the address Napo has for you is the same the address that your bank account is registered at, as we are required by law to verify account ownership before setting up a Direct Debit.

If you have already submitted a DD mandate to us, please encourage other members to do the same.

