

NQ3

Napo Quarterly

July 2016

**“We have
far more in
common than
that which
divides us”
— Jo Cox MP**

Probation | Family Courts

napo

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It is with the deepest sadness but the utmost respect that we dedicate this edition of NQ to Jo Cox MP who was brutally murdered 16 June 2016. Jo was a passionate campaigner who fought tirelessly for social justice. It is of no surprise that her enthusiasm for justice led her to speak in a number of debates about the probation service and to raise our concerns about TR and its impact on staff, service users and communities. To truly remember Jo and to honour her inspiration, passion and commitment we should continue her campaigns.

Our guest writer in this edition is freelance journalist Mark Leftly. Here Mark gives us a full and frank insight into the role of the press and an objective view on why TR was, in his opinion a public interest story.

We take a full and in depth look at the Family Court Conference the theme of which was Working with Vulnerable Children. Dean Rogers explores the future role of Napo in maintaining and developing the profession of probation. Ian Lawrence explores the Probation System Review, what impact it could have and what we might learn from reviewing the CRC contracts and delivery.

We also have our usual updates from health and safety, with a particular focus on absence management, an update on pensions, TUC Disabled Workers' Conference and much much more.

Probation System Review puts providers under scrutiny

Ian Lawrence writes

The National Offender Management Service has announced the launch of a review into the state of probation systems. Whilst it is claimed that the main aim is to examine contract delivery 12 months after the Transforming Rehabilitation reforms, it follows the publication of recent independent reports from the National Audit Office and the new HM Inspector of Probation, Dame Glenys Stacey. These indicate that despite some improvements being noted by the NAO and HMIP, TR is still not considered to be delivering against the objectives.

Napo has moved quickly to ensure that we take every opportunity to submit evidence to NOMS, and Napo Branch Chairs have been asked to do all they can to work with Napo's Officials to gather information from our members about their direct experiences in the NPS and the 21 CRCs.

This will allow Napo to highlight the fundamental flaws that still exist in the post- Transforming Rehabilitation landscape and allow us to continue to bring real time evidence to politicians and senior NOMS management.

TR objectives

We have been advised that the Probation System Review will assess what adjustments, if any, can be made to the CRC contracts and wider probation system to support the achievement of the original TR objectives, which the government claimed at the time of their implementation would:

- Open up the market to a diverse range of rehabilitation providers including Mutuals;
- Incentivise providers to innovate through payment by results linked to a reduction of reoffending;
- Extend rehabilitation in the community to an estimated extra 45,000 short sentence clients; and
- Reorganise the support from custody into the community by the provision of a "through the gate" (TTG) service.

Since then, TR has been the subject of continuous debate amongst parliamentarians, stakeholders within the criminal justice system and of course Napo members, who continue to feel the impact at the sharp end in both the National Probation Service and the 21 Community Rehabilitation Companies.

Areas of the review

It is expected that the review will report to the secretary of state and NOMS chief executive Michael Spurr, by the end of July, and there are seven aspects of the probation system that are being scrutinised. These are:

- Allocation of cases;
- Payment mechanisms ;
- TTG;
- Performance mechanism;
- Financial and commercial health; and
- Contract management.

Finally, it will also take into account other wider initiatives within the MoJ, such as prison and courts reform, and the NPS E3 project



and how they impact on the CRC contracts and delivery thereof.

It seems that there is some nervousness within NOMS and the Ministry of Justice about the performance of CRC contractors as well as the higher than expected caseloads within the NPS, and that the strands of the review have been designed to obtain a comprehensive picture about what is actually going on across the service.

This is especially relevant in terms of the impact that reductions in the Weighted Annual Volumes (WAV) have had on service provision and the ability of CRC contractors to make their expected profits. This has led some CRC owners to plan for huge numbers of staff reductions and the introduction of some radical local operational practices which Napo are currently challenging across a number of the CRCs.

An opportunity to maintain pressure

I have sought to emphasise the importance of this review by writing personally to Branch Chairs to ask them to help us to compile detailed information via a questionnaire that focuses on the key operational difficulties that our members within both arms of the service have been regularly bringing to our attention.

Contributions should ideally come through Napo branches, but I would be pleased to hear in confidence from individual members about their experiences (ilawrence@napo.org.uk). In all cases any information – which will be anonymised – should come via non-gsi emails.

Only time will tell if this latest review is to have a positive outcome for our hard pressed members, many of whom are still struggling to come to terms with the impact of TR on their profession and the threats to their jobs as a result of this hugely unpopular privatisation. Many of you tell me that it's time that the owners of the CRCs were brought to account, and we can only hope that this review will start to help achieve that objective.

ONE PROBATION

Napo consultation

Transforming Rehabilitation (TR) was an earthquake that has shaken probation to its foundations. Further seismic aftershocks are predicted across the justice sector, with continuing uncertainty not about if, but about exactly when, where and how these will impact upon probation. This continued unpredictability means it is vital for probation's work to be anchored to a strong, clear sense of why we do what we do.

A clear sense of probation's values are, as analysis from the NAO to Chief Inspectorate reports show, just about all that is keeping probation going. Defining these values and interpreting and applying them to the new, more divided operating environment is vital. As the professional voice for probation, Napo is determined to lead this challenge.

This is part of what we are consulting about over the summer. You can find out more and join in using the details in the box.

Identifying values is only the first step. Translating values into practice and using them to shape probation's infrastructure

is as important. With the NPS struggling to establish itself and CRCs still working out what they have bought, this is the perfect opportunity for probation staff, through Napo, to grasp ownership and shape the structures that underpin what it means to be a probation professional.

This will include performance management, continuous professional development and learning, appropriate professional regulation and status, which in turn will also strengthen arguments for professional rates of pay and reward. New practice initiatives can themselves be tested against these values and principles. With all CRC owners agreeing to participate in a national Probation Consultative Forum on professional matters the will is seemingly there – Napo must now confidently lead and articulate this agenda.

Of course Napo has been filling this role for decades so unlike the NPS and CRC owners, we have the advantage of not starting our thinking from scratch. For example, our consultation has dusted off ideas for a professional licence to practice and an independent regulator to oversee and advise (in partnership

ONE PROBATION : ONE PROFESSION CONSULTATION

- What are the common probation values and principles that should underpin all probation does and how it does things?
- Should probation be regulated? Who by and what would be in scope e.g. professional standards, a professional training and qualification framework for all frontline staff?
- How could a licence to practice work across all of probation?
- How can we ensure access to high quality professional corporate and personal development? Would set times, monitored by unions and a regulator help? How could this be incorporated into performance management frameworks?
- What qualifications and support frameworks are needed to attract and protect professional PSOs doing professional tasks with low risk offenders?
- Does Napo need to review its rules and structures to better meet members' needs and a professional agenda?

ONE PROFESSION

with unions, owners and other stakeholders) on professional standards, required qualifications and career pathways, especially for managers and professional experts.

Additionally, we are consulting about ideas that would start bringing this to life. A minimum allocation of time built into workload monitoring and measurement for CPD is just one example. We are suggesting a minimum of 10 days a year which could combine personal and collective training, both informal and formal, monitored and measured through an improved performance management system and by the regulator. This could include “Napo Days” where staff are given time to reflect on professional issues in the way school inset days work.

With professional standards based around common core values being regulated independently with universal input we would have a good basis for securing One Probation. But Napo also recognises that especially in a new environment we also need One Profession – covering *all* frontline staff. With PSOs increasingly expected to do professional frontline roles, they need appropriate professional recognition, training and

support. Increasingly entry to professions like social work and teaching include on-the-job development. Napo is consulting about whether probation should afford similar regulated, protected routes for apprenticeships and paid pathways to graduate and post-graduate qualifications.

Finally, consultation with members about how we can better support them in establishing and sustaining a positive professional agenda on their changes to how Napo works. The constitution would require adaptation to meet One Probation: On Profession arguments, e.g. do we need rule changes to recruit agency workers? Do our current Committee structures work well as a way of consulting members, forming and implementing policy decisions, etc?

These are big agendas and Napo will not have all of the answers but we are certain by consulting with members and taking a lead we can make sure all of the right questions are being asked and tested.

DEAN ROGERS

ASSISTANT GENERAL SECRETARY

HOW TO TAKE PART

- Attend one of the Napo meetings being held in your Branch as part of the consultation up to Napo AGM.
- Download the documents from our website via www.napo.org.uk/professionalconsultation
- Fill in our professional consultation document and return it to info@napo.org.uk
- Write to us with your thoughts via info@napo.org.uk

Napo at The People's Assembly against Austerity march

On Saturday 16 April 2016, 150,000 people descended on London to send a loud and clear message: we have had enough. The austerity measures forced upon us are a political choice and not an economic necessity! The timing could not have been better since the financial arrangements of some government figures had recently been leaked in the Panama Papers.

We grabbed our home made banners (yes those days watching *Blue Peter* and *Why don't You* were not wasted) and we raised our voices with the masses. We wanted to make sure that the destruction of the probation service was represented today as yet another example in the list of disasters that this government has created through its incompetence. Those of us in the job know how it feels to watch our service being taken to pieces and sold off to buyers who sweep in and set about axing jobs and cutting back services to nothing. And guess what: it is not working, it is unsafe and it has cost the taxpayers a lot more money. Well done Mr Cameron another winner. We are furious that this government systematically decimates our public services with their flawed ideology and this "greed is good" mantra. No, No, No.

The atmosphere was amazing and we found a great pace and fell into step behind a rickshaw that was blasting out the music. We sang along to *Should He Stay or Should He Go* and then we had a guest join us – The Artist Taxi Driver. His real name is Mark McGowan and he is a London taxi driver, occasional university speaker and arts tutor. He has a lot to say worth listening to. Check him out on YouTube *Austerity is a scam live*, and you will see us as his backing singers.

When we finally came into Trafalgar Square the noise was deafening. Whitehall was blocked off so we could not go any further but no matter. We could predict media coverage was

going to be sparse but the government knew we were here, social media knew and we knew and we made some noise.

The speeches were all united and rang of solidarity. John McDonnell, spoke on behalf of Jeremy Corbyn and pledged a labour government would: "End austerity and halt the privatisation of our NHS and make it public once again."

Leader of the Green Party, Natalie Bennett joined him saying: "We want a real living wage not George Osborne's fake living wage. We want zero university tuition fees, no forced academies, and we want real council houses, real genuinely affordable housing and a secure tenancy for life. To deliver it we need change, we need to get rid of the Tories."

Nurse Danielle Tiplady, moved us with her passion and drive but her own words say it best: "I came into nursing because I want to care for every single one of you, but now someone like me from a different background will be blocked from going into the best profession in the world. George Osborne, Jeremy Hunt, the Tories, you have destroyed student nurses' dreams. Shame on you!"

It was a wonderful day, an awesome experience and so great to share it with so many likeminded people.

And to those of you who have never felt that demonstrating was "your thing" or something you have never considered I say this: get up from your seat and get out with us and do it. I am telling you that you will not regret it. You will feel alive and know you are making a difference. It is your chance to let your views be heard, to vote with your feet and let your voice thunder. After all the great Jane Austen once said: "It isn't what we think or say that defines us, but what we do".

**MARION KOCKELBERGH AND NATALIE DIMBLEBY
MERCIA BRANCH**





The Artist Taxi Driver, real name Mark McGowan, took a moment to pose for a picture with us at the rally.



John McDowell MP told the rally that if Labour was elected they would end austerity and halt the privatisation of the NHS.



Leader of the Green Party, Natalie Bennett: “We want a real living wage not George Osborne’s fake living wage.”

Guest Writer: Mark Leftly.

The Mercia branch once tweeted that I was “truly a friend of #Napo”. This was in September 2014 when I was working for the political section at *The Independent on Sunday* and the business desk of the daily.

I had written a comment piece arguing that the chief executives of Capita, Sodexo UK, Amey, Interserve and Carillion would be crazy to continue their bids to run community rehabilitation companies.

My argument was that the reputational risks of taking on probation services where staff morale was so low, where case files were missing because of “chaotic IT systems”, and where there was a growing risk to public safety could not be worth the estimated £5bn revenue they stood to reap over 10 years.

My belief was these firms would end up criticised and financially penalised for messes that were not of their own making. Even if they somehow sorted out the problems that the Government’s insistence on such ill-prepared part-privatisation had created, they would not be thanked for their successes.

Having written extensively on the issue for months, Napo general secretary Ian Lawrence tweeted that I was “all over” the then justice secretary, Chris Grayling, and his botched reforms, yet again.

Mercia’s reply to Lawrence was meant kindly, but it was wrong. I’m no more a friend of Napo than I am of Government or its opposition, of the union movement or of the arch libertarian union-buster.

Unions have been incredibly angry with me in the past. For example, I’ve highlighted a number of the issues that the Public & Commercial Services Union has campaigned over on privatisation creep in Whitehall.

Yet I’ve rarely experienced the bile from an organisation or membership as I did when I obtained documents showing that actuarial changes to the PCS’ own staff pension scheme would be far more punitive than those the union was campaigning against in the civil service.

I was leaked the figures in black and white, wrote about it, but was accused of being an example of “declining standards of journalism”. Such personal, unnecessary and inaccurate attacks were all over my Twitter feed, yet not a single person disputed the figures I had quoted from their union’s own documents.

Re-reading those exchanges as I write this, I wish I had not had the few too many drinks that prompted me to respond and call these attacks “pathetic”, but that word was accurate.

The reason I highlight this is because my overriding role is as a news journalist, a scoop-getter.

If Napo has major problems, I will write about it provided I get those details first. That’s the job and, as much as people hate



the press since the phone hacking scandal, it is a vital role in our democracy.

Sadiq Khan, the then shadow justice secretary, was the person who told me that I needed to look at the probation privatisation. While it is impossible to be completely objective, you can get very, very close.

My natural inclination is that I have nothing against privatisation as a concept, but I don’t understand how the profit motive can be introduced in areas such as justice. That’s a bias, so, for news [not comment], I concentrated on other aspects, such as the lack of a pilot programme that every major policy change requires.

Crispin Blunt, the former prisons minister, went on-the-record with me to say that this was vital because it allows you to “make mistakes, but then show that you’ve learnt”. And he was in favour of the privatisation.

I discovered myriad problems over time, all of which were factual. That revamped computer systems were wiping offenders’ data, that probation bosses were quitting in anger over the reforms, or that the Ministry of Justice threatened to renationalise the South Yorkshire region’s CRC were reported by me didn’t mean I was against the reforms; these stories just mean I was digging into what was actually happening.

But, like senior figures in the PCS, Grayling and his team thought it was personal. I have no familial or friendship links to the probation service, I knew no-one in the profession until a little over two years ago.

Yet there was genuine anger at my reporting when I revealed that Sarah Kane, a probation services officer who took her own life aged just 49, had accused Grayling of having “murdered the probation service” in her self-written eulogy. Colleagues and friends said they felt this was “a contributing factor” to her fatal decision, though it was clear that this was far from the only, or even main, reason.

I won’t go into the Ministry of Justice’s attempts to dissuade editors from allowing the article to run, but while at times they were well-argued, they were also ridiculous.

More importantly, they too were wrong.

The story was in the public interest. I’m not a friend of Napo, but I will report the facts. The fact is that probation reform has led to a huge number of disasters in the service.

MARK LEFTLY IS A FREELANCE JOURNALIST AND IS THE FORMER DEPUTY POLITICAL EDITOR AT THE *INDEPENDENT ON SUNDAY* AND ASSOCIATE BUSINESS EDITOR AT *THE INDEPENDENT*. HE LEFT WHEN THE PRINT EDITIONS OF THESE ENTITIES SHUT THIS YEAR.

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Health & Safety news in brief

CRC health and safety

Purple Futures (PF)

Napo reps attended a pan CRC health and safety meeting with PF in April to discuss their plans for workplace safety, including moving towards applying for a safety charter mark 18001. Napo is supportive of their ambitions so long as this is not just a tick box exercise which does nothing to address the hazards PF staff face on a daily basis.

In addition to presentations on the charter, there were workshops on issues such as planning for “New Ways of Working”, looking at Estate Moves, Lone Workers and Health and Wellbeing – Supporting stress in the workplace. Napo has written a response to PF’s “New Ways of Working” and Estates Strategy reminding them of their responsibility to provide safe ways of working and the associated legislation.

Following a Napo request PF have set up a Workloads Management Tool working group at which the trade union side are represented.

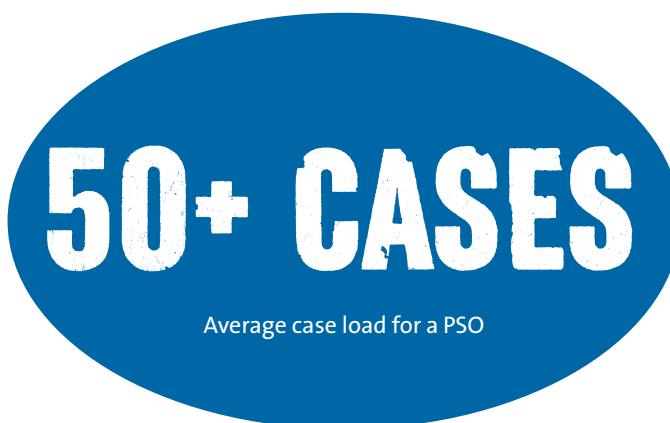
PF gave a presentation at the May TU forum meeting of their wellbeing strategy and said that across the Interserve empire, levels of absence are highest in their justice sector. We listened politely to their presentation and concluded this section of the meeting by saying that until the workplace issues that caused sickness were addressed there would continue to be high levels of sickness.



WWM CRC

Sickness levels are on the increase (long-term and short-term) and stress levels are on the increase. Members are complaining about workloads (average case load for a PSO is 50+ cases) and there are continual assessments and audits of work completed. New processes and practices are being introduced on what seems like a weekly basis on top of existing work and processes.

Members either go off sick, or continue reporting for work trying to ignore the problems and/or slowly drown in the work load. There are not any signs of anything getting better anytime soon.



Other H&S news

‘Better Regulation’: Better for whom?

In April Napo attended The Centre for Crime and Justice Studies Briefing launch: ‘Better Regulation’: Better for whom? Where Professor Steve Tombs introduced his new findings that place the spotlight on the lack of effective local government regulation of pollution, food safety and workplace health and safety standards in the UK.

Professor Tombs explained that an estimated 29,000 deaths each year in the UK are attributable to the effects of airborne pollution. Some one million cases of foodborne illness in the UK each year results in 20,000 hospital admissions and 500 deaths. Around 50,000 people die each year as a result of injuries or health problems originating in the workplace. These staggering figures are probably underestimates.

Yet the rate of inspection and enforcement actions for environmental pollution, food hygiene, and workers’ health and safety have all been falling. Tombs explained that these are “avoidable business-generated, state violence: social murder.

facilitated And, quite remarkably, it proceeds, daily – met only by academic, political and popular silence”.



Sickness absence crackdown

A sickness absence crackdown led by the NOMS Attendance team is underway in the NPS. However, their plan for a “robust approach” to reducing days lost to sick leave by being “compassionate and sympathetic” may be falling short. Local Napo reps report the robustness outweighs any benevolence they were aiming for.

When thinking about sickness absence policies, it is worth remembering they are written with one aim: to allow employers to dismiss staff for absence without legal recourse. If the employer does not follow procedure or flouts legislation such as the Equalities Act 2010, the dismissal can of course be challenged. Napo’s local and National reps do a brilliant job of exploiting these failings to ensure justice for members at final stage hearings.

Napo has campaigned for meaningful sickness absence stats since the probation service was split. Although these have yet to be provided, we know that sick leave initially sky rocketed due to problems caused for staff by TR. The Attendance team has stated that in most cases, sickness absence is caused by stress and muscular problems which can also be caused by stress.

Since the project began in November 2015, the number of days lost to sickness absence has fallen from 12.25 to 11.2 – still higher than the NOMS national target of 9 days. It is difficult to say why it has dropped, but in the last edition of NQ, Nicki Kenny, Napo co-chair, Family Court Section, attributed the lowest ever social worker absence of 6.5 days to: “The aggressive way in which staff are pushed through the absence management procedure.”

The NOMS Attendance project comprises of:

Decision maker workshops and first line manager training: organised in each NPS division by the Attendance project. I recently attended a workshop on capability hearings i.e. whether an individual can provide a “regular and effective service”. Emphasis was placed on ensuring processes are followed to avoid successful challenges at employment tribunals.

Monthly trade union attendance meetings: with the POA, PCS, Prison Governors Association and others. I attend on behalf of Napo as National Official and lead for health and safety.

Monthly meetings for ACOs: To discuss complex cases for the attendance team to take forward.

Wellbeing: is the sugar coating on the bitter pill of sickness absence management. While there is little discussion about wellbeing at the monthly Attendance project meetings, material on the NOMS Wellbeing Zone give an insight into the thinking. Articles such as “If life and work are getting you down then just... relax!” could be useful – but not if the underlying work-related problems causing the stress are not addressed. See NQ2 for Napo’s view on why wellbeing is the current vogue for employers.

Support and Sustain (S&S): started with “deep dive meetings” looking at the problems faced by nine NPS LDU cluster areas in

SW London, the North East, Midlands and Wales chosen because of their higher than average sickness absence levels. A NOMS officer at each site ensures the policy is being applied fairly and consistently. Since the start of the project there has been a fall in days lost at some sites. Where sickness does not come down, the team will “think outside the box” and utilise approaches that have been successful at other sites.

Initial feedback from Napo reps in the S&S areas and from our National reps (who rep members at final stage hearings) about the impact of the attendance project is as follows:

- Requested stress risk assessments not being completed.
- Management of attendance policy applied different in each area.
- Managers increasing work-related stress by calling members who are off sick and pressuring them to return to work.
- Members lured into “informal” meetings without representation only to find several managers are present making it seem very formal.
- Policy is applied irrespective of disability or child care issues.
- Presenteeism (attending work when sick) – staff fear being put on improvement notices.
- All members that have received letters are off with issues that are seen as disability related. Some sickness caused by delay in ordering “reasonable adjustment” specialist equipment and Napo reps are having to fight to get this recorded as disability related sickness absence rather than otherwise.
- Members not on sickness absence trigger points are being called in to discuss working efficiently and regularly.
- Lack of local management discretion and misinterpretation of procedures.
- Communication problems with shared service and HR reps.
- Policy for long-term sickness absence is vague and gives leeway to individual managers to interpret individually.

Napo is not opposed to attempts to cut down sickness absence levels as there are implications for other staff when colleagues are off sick. But there must be recognition by the employers that there are occasions when a worker has to go sick and when this happens it should be dealt with sympathetically. There also has to be recognition that work is sometimes the cause of sickness. Napo want to get to the stage where issues are rectified before someone has no option but to take sick leave, but there is still some way to go. Napo are concerned that presenteeism is increasing. If we continue to see overzealous application of the Attendance project, presenteeism will continue to rise. What is needed to bring down sickness absence levels is a less robust application of procedures and instead for the NPS to work with Napo to address work related problems that cause sickness absence.

SARAH FRIDAY

NAPO NATIONAL OFFICIAL (HEALTH AND SAFETY)

Family Court Section

Professional Conference report

A warm hello to all members. I am pleased to report the professional conference for Family Court Section members held in May in Birmingham was a great success.

The conference was called *Working with Vulnerable Young People* and much of the content was extremely thought provoking, moving and powerful.

Napo general secretary, Ian Lawrence, attended and addressed conference briefly at the start of the day. Ian spoke of his personal experience of being involved with vulnerable children through the medium of youth sport. He took a moment to remind attendees that Napo is still here and still speaking out for members in the justice and family court arenas, adding that a vibrant and viable membership is vital to the continuing success of our trade union.

Olivia Fitch, chair of the Family Court Committee, and who is an experienced FCA and trade unionist utilised her breadth of knowledge in chairing the morning session which included presentations from DS Scott Cairns and DC Emma Bee from the Complex Investigation Team of Leicestershire Police; and Jasvinder Sanghera CBE, who spoke in depth on the issue of forced marriages in the UK and what we as professionals can do to safeguard potential victims. (see page 14).

Other powerful messages from the morning speakers were about the importance of recording information accurately



Lord Ponsonby, Labour Party peer, magistrate and chair of the Parliamentary Unions Justice Group.

as this may be needed for police evidence; the importance of sharing information between agencies including schools, colleges and employers of young vulnerable people and that the idea of “honour and bringing shame” are not part of normal, traditional culture and professionals have a role in telling young people about this. Delegates were reminded how important it is to take a young person seriously when they tell you they fear for their safety and even their lives.

Lord Ponsonby, a Labour peer since 1990, spoke about the work of Parliamentary Unions Justice Group which he chairs. This group has taken over the work of the Family Court Unions’ Parliamentary Group. He also sits as a magistrate in Hammersmith and has been a leading light of the Magistrates’ Association.

Overall, the conference was a very inclusive and positive event, with lots of learning as well as the opportunity to socialise and share ideas with like-minded colleagues and friends.

JAY BARLOW

NATIONAL VICE CHAIR FAMILY COURT SECTION



DC Scott Cairns and DC Emma Bee from the Complex Investigation Team of Leicestershire police presented the tragic case of a young woman and her boyfriend who were savagely beaten by the family of a man the young woman was being forced to marry. For more on this story see page 14.



Conference workshops

As well as a range of great speakers, delegates were also able to access two workshops from the four that ran after lunch.

Sian Hawkins – campaigns and public affairs manager for the women's aid federation of England – hosted a workshop on *Nineteen Child Homicides*; an investigation into child deaths as a result of domestic abuse. Her presentation quoted Lord Justice Wall as saying it is “high time that the Family Justice System abandoned any reliance on the proposition that a man can have a history of violence to the mother of his children but, nonetheless, be a good father.”

For further information visit the website for the Child First Campaign at www.womensaid.org.uk/childfirst

Denise Cater used her experience in international child disputes and parental child abduction to deliver a workshop on mediation in high conflict family cases. Denise led the successful pilot project creating a model for mediation in child abduction cases simultaneous with court proceedings. Her expertise was exemplified in a case study of a child potentially being taken to Pakistan after the parents separated.

Emma Aldwinckle works as a Family Court Advisor and has a background of working in children's homes and with young offenders. Her “Autoethnography” workshop spoke on how your personal experiences can be used in a meaningful therapeutic way. Emma highlighted the different forms of eating disorders, the significant number of lives lost to them and the lack of resources to deal with these issues.

For further information visit <http://www.communitycare.co.uk/2010/08/27/is-obesity-a-child-protection-issue/>



Jasvinder Sanghera CBE, Chief Executive of Karma Nirvana and author of best-seller *Shame* spoke of how she and her family had been personally affected by forced marriages. Javinder's story is told on page 14.



Ayndrilla Singharay hosted a workshop in her capacity as training and development coordinator for Asha – a London refuge supporting South Asian women. Participants explored forced marriages and the associated issues. Particular attention was paid to the vulnerability of victims and the need to keep safeguarding at the forefront. Many of the case studies reinforced what had been seen in the powerful presentations earlier in the day.



Family Court Focus: protecting vulnerable young people from honour based abuse

The *Working with Vulnerable Young People* conference hosted by Napo's Family Court Section in May touched on a range of topics, not least the issue of forced marriages and honour based violence in the UK.

Giving an accurate picture of the amount of young people affected each year is difficult as many incidents go unreported for fear of reprisals or further violence. However, the Forced Marriage Unit – a Home Office and Foreign & Commonwealth Office initiative – reports it has assisted in 1,220 cases in 2015 alone.

Recognising the signs and knowing how to protect potential victims is a challenge for professionals. Deeply entrenched views around “shame” and “dishonour” lead many of those at risk to normalise abusive behaviour from family members or the wider community. However, failure to act can have devastating consequences.

DC Scott Cairns and DC Emma Bee from the Complex Investigation Team of Leicestershire Police used police audio and body-cam footage to relay to conference members a stark and deeply moving account of the violence and trauma faced by a 17-year-old and her boyfriend after she refused to enter into a marriage arranged by her parents when she was just 13-years-old.

The pair fled to Leicester for safety but were ultimately tracked down and savagely beaten by the teenager's intended husband and his family. They may not have survived if not for the first aid given by police officers at the scene.

Jasvinder Sanghera CBE's own story echoed the horrors presented by the detectives. Her marriage had been arranged when she was eight-years-old, and her only chance of freedom was to flee her parent's home when she was sixteen.

Escaping a forced marriage meant Jasvinder was shunned by her family for bringing ‘dishonour’ on them. Fortunately, she has found success as a best-selling author and her work is recognised for being pivotal to the creation of a specific UK forced marriage criminal offence. Her sister, however, was not so lucky.

After suffering domestic violence in the marriage she was forced into, Jasvinder's sister died after setting light to herself in her twenties. The family preferred this to her “shaming” them by leaving the marriage.

Both presentations highlighted lessons that need to be learned if others are to be protected in future. Education authorities failed to follow up length absences from the girl in Leicester and Jasvinder and her six sisters when they were taken out of school and held captive by their parents. Schools and colleges should play a pivotal role in safeguarding vulnerable young people, paying particular attention to unusual behaviour particularly around the school holidays when they are likely to be sent abroad to be wed.



The 17-year-old's attacker was jailed after been found guilty of two counts of attempted murder. His conviction may not have been secured if not for the initial and sole disclosure the girl made to police officers at the scene. DC Cairns explained how important it was to record initial disclosures as they may be the only one victims may make.

Jasvinder calls her life a “survivor's story” and the same can be said of the teenager and her boyfriend. A Forced Marriage Protection Order was

made and safe housing provided for them. They are still in a relationship and have a baby together.

Karma Nirvana, founded by Jasvinder in 1993, helps people like the Leicester teenagers across the country. Its aims are simple: increase reporting, reduce isolation and save lives.

For more information about Karma Nirvana and its work Website: www.karmanirvana.org.uk; Email: info@karmanirvana.org.uk; Helpline number: 0800 5 999 247.

JAY BARLOW AND TAYTULA BURKE

What is the difference between an arranged and forced marriage?

The difference between the two is whether there is consent from both parties or if pressure or abuse has been used. Arranged marriages may become forced marriages. 20% of forced marriages are men, often gay, to prevent discrimination and shame.

What is honour based violence?

An incident or crime that has been committed to protect or defend the honour of the family or community and is often committed with some degree of approval or collusion from family members and the community.

Best Practice for working with victims

- Speak to the individual alone
- Maintain the victim's confidence. Do not approach family without expressed permission
- Reassure them they are not going against their religion or culture
- Do not use family members, friends, community leaders etc as interpreters
- Do not disclose information that is deemed “shameful” by the victim
- Remind them they are not alone

News round-up

Sodexo workload survey results

The results from the Sodexo workload survey carried out in March paint a bleak picture – 80% of respondents indicated they are looking to leave the CRC or would leave if they could. Excessive workloads have contributed to the stress of 95% of respondents and 64% said they only rarely felt in control of their workload.

It has been 15 months since Sodexo took control of its six CRCs and we still have not seen the operational model fully implemented as it is a work in progress, but it is clear to Napo that the demands being placed on staff are now reaching breaking point.

75 years of service

After over 75 years service to probation in Nottinghamshire, Napo stalwarts Judy Green and Carolyn Mack both retired from the front line in June.

Both have given, and will continue to give, massive support to Napo. Their values, beliefs and ethics will be a massive loss to a probation service that is quickly having its core values wiped away and we will truly miss them in the battle to hold onto probation on the coal face.

DAVE BELLINGHAM

PO/CHAIR; NAPO EAST MIDLANDS BRANCH

Jobs saved

The reorganisation of Purple Futures CRCs means significant job losses are proposed for West Yorkshire and Humberside, Lincolnshire and North Yorkshire (HLNY) CRC. Due to the hard work of local Napo reps, West Yorkshire CRC has recently decided probation officers and CP project officers will no longer go through the process. In HLNY, POs and PSOs are exempt from the process as the unions argued the cuts to posts were small and normal staff turnover would naturally increase during this time.

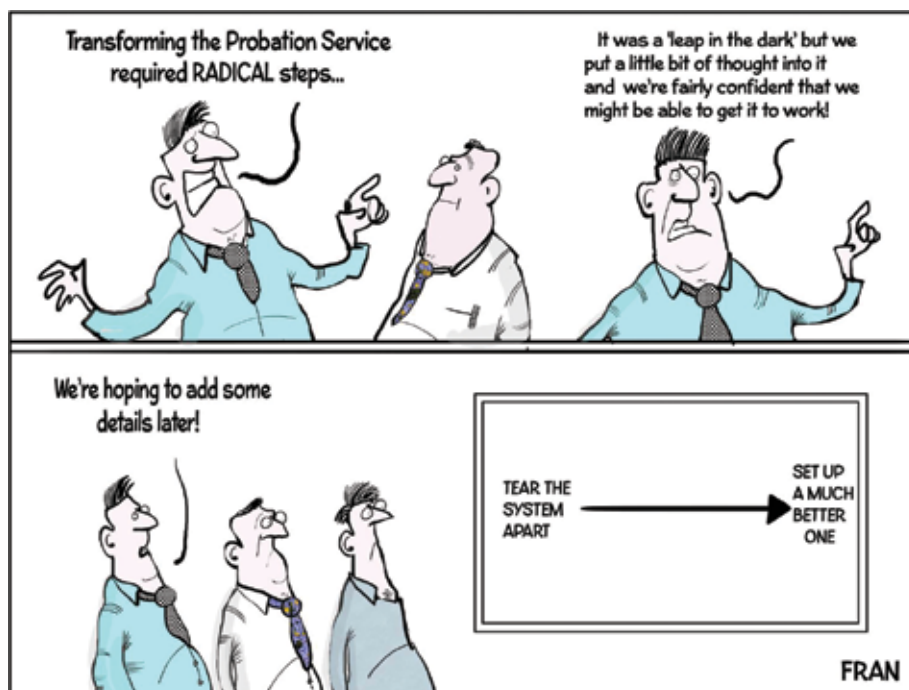
Despite these successes, there are still people facing redundancy. Napo will be doing its best to keep job losses to the minimum and protect our members' interests.

Purple Futures
An Interserve-led Partnership

Napo meeting with Greater Manchester Police and Crime Commissioner

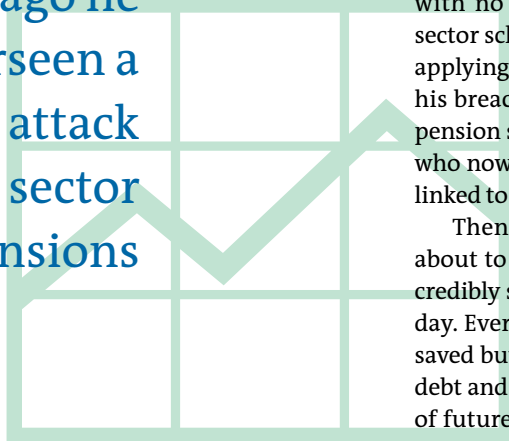
Cheshire Greater Manchester branch met with Tony Lloyd, Manchester Police and Crime Commissioner in April. Tony explained he was opposed to TR and interested in its local impact. Issues such as difficulties sharing information due to

the split of the service and the decline in professional standards were also discussed. There was a general feeling the target driven work of the CRC may mean making money is a higher priority than supporting the needs of the clients.



Osborne's Legacy

Since Osborne became Chancellor six years ago he has overseen a concerted attack on public sector pensions

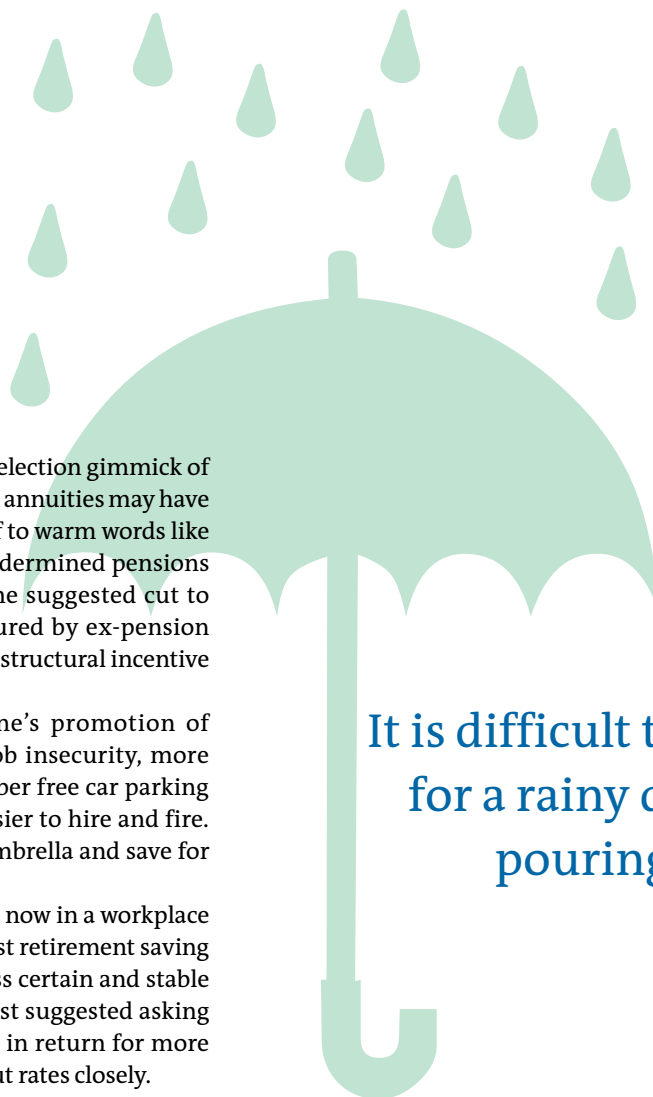


Workplace pensions are the great post-war economic success story providing stability and security for millions into their extended retirement whilst supplying the fuel to drive investment and the City. You would think it would be economic and political madness to do anything to strategically unpick and undermine this success. Indeed, as post-war boomers increasingly give way for a generation whose parents do not remember the pre-war insecurities, you would think governments would be as eager to educate them in the post-war successes as they are to tell them of the military battles that forged victory.

And yet, if George Osborne's economic strategy includes pensions at all it is negatively adding confusion and, by design or by accident, making it harder to sell or sustain the vital importance of workplace pensions to new employees between 18 and 40, known as Generation X and Generation Y. This potentially spells disaster for all of us. It is time to wake up and smell the coffee and start talking, understanding and arguing pensions.

"Left wing union hysteria?" I hear you ask. Well let us look at things dispassionately. Since Osborne became Chancellor six years ago he has overseen a concerted attack on public sector pensions that continues. Currently seeking to cap final salary pensions; making it harder to access early retirement; encouraging huge expansion of public sector apprenticeships with no expectation that apprentices enrol in their public sector scheme, and introducing regulation to reduce savings by applying a minus inflation charge. That is without considering his breach of contract for all women contributing to the state pension still in work who had been planning to retire at 60, but who now either have to get less or work longer – a penalty also linked to higher national insurance contributions from April.

Then there is his broader economic strategy, if someone about to publish their 4th budget in 12 months can be said to credibly still have a strategy. Pensions involve saving for a rainy day. Every aspect of Osborne's policies reward those who have saved but make it harder to save for those still in work. Student debt and a repayment model that taxes graduates at around 8% of future earnings; a housing policy that makes mortgages or renting more expensive to reward investors; a public sector pay ice age that reduces the capacity to save; cutting department and local authority budgets which accelerates outsourcing which reduces employer contributions to pensions and increases uncertainty about pension rewards; it is difficult to sell saving for a rainy day when its pouring down now!



His rushed and ill thought through pre-election gimmick of freeing up people's ability to cash in pension annuities may have been good short-term politics, lending itself to warm words like "choice" but the way it was done tacitly undermined pensions just as more were being auto-enrolled. The suggested cut to tax incentives for pension savings, rumoured by ex-pension minister Steve Webb would remove a major structural incentive to saving in a pension.

This is without focussing on Osborne's promotion of flexible working championing low pay, job insecurity, more costs transferred to the employee (remember free car parking at work?) and low regulation to make it easier to hire and fire. Anyone see an incentive to put away the umbrella and save for tomorrow?

CIPD research shows 66% of workers are now in a workplace pension but that leaves 34% without any post retirement saving plan and the outcome for the 66% looks less certain and stable than ever. In January, a struggling NHS Trust suggested asking staff to opt-out of their expensive scheme in return for more pay now. Unions need to monitor the opt-out rates closely.

The greatest threat to democracy is public cynicism and it may be unnecessarily cynical to say Osborne's undermining of pensions is a deliberate act to feather the nests of his corporate City mates selling insurance – many of them are as worried as Napo by his assault on future investment funds. His legacy to future pensioners does not look healthy. They may ask: "How did they get away with that?" Well his greatest ally was ignorance. People did not understand or value what they had access to. He did not hit today's pensioners because they would have destroyed him. He could take away something many did not know the value of or understand.

Napo's fightback has started. We are making sure members not only know what is going on but our new pensions guide ensures members can understand how their pension works; and our new members benefit package will include access to independent financial and pensions advice so members can make the most informed decision they can. We are also exploring and suggesting alternatives that we will be promoting and debating in our new online strategy forum.

DEAN ROGERS

ASSISTANT GENERAL SECRETARY

**It is difficult to sell saving
for a rainy day when it's
pouring down now!**

TUC disabled workers conference – demanding rights, demanding dignity

I was proud to represent Napo along with Ikki Bhogal at the annual TUC disabled workers conference. This year saw the relaunch of the TUC manifesto for disability equality.

Amongst the speakers was Frances O'Grady (TUC general secretary) who discussed the important progress that needs to be made to achieve equality and inclusion. The Disability Equality Roadshow made an appearance in between motions and Debbie Abrahams MP (shadow minister for disabled people) took evidence from delegates about a variety of issues affecting disabled people in employment and in daily life. The roadshow focuses on nine elements: social security, employment, housing, hate crime, public transport, media, care and social support, education and health. The at times very moving and passionate testimonies from delegates should help to shape future policy for the opposition.

We passed 22 motions at the conference and elected the disabled workers committee to carry out the work directed by those motions in the coming year. Ikki made a speech in support of a motion on support for workers with dyslexia,



L-r: Ikki Bhogal, John McDowell MP, Katie Lomas

noting the issues faced by Napo members in CRCs having reasonable adjustments ignored or withdrawn and expected to meet unrealistic targets. The traditional conference social event featured poetry readings and musical performances by delegates and guests and networking opportunities.

On the second day of conference we heard from John McDonnell MP (shadow chancellor of the exchequer).

John is a fervent supporter of Napo and when we spoke to him he expressed his dismay at the situations faced by members in both the CRCs and the NPS. He sent a message of support as well as an exhortation to keep highlighting the issues so they can be raised in parliament. John gave a rousing speech to conference stating that it would be his job if in power to fund the TUC manifesto for disability equality through fair taxation. He also promised that he will stand with disabled trade unionists throughout the inevitable struggle ahead. The conference delegates rose to applaud when he told us we can succeed with courage, determination and solidarity.

KATIE LOMAS

The TUC manifesto for disability equality is a wide ranging document setting out the truth about the position of disabled people in Britain today and makes some ambitious demands to work towards equality and inclusion.

Legislation

- Reinforcement and effective enforcement of the Public Sector Equality Duty and the extension of this duty to all employers and service providers including third party providers
- Proper interpretation of the Equality Act Duty to make reasonable adjustments
- A British Sign Language Act to give proper recognition to BSL
- Improved recognition of disability hate crime and training rooted in the social model of disability for Judiciary and Police
- All laws impacting on disabled people including the Equality Act to be reviewed and amended to comply with the UNCRPD

Support for disabled people and carers

- Properly funded support for independent living
- Effective employment rights and decent pay and working conditions for carers

- An NHS trained, funded and resourced to support disabled people and carers
- Current assessment systems for access to benefits to be replaced with a single assessment process designed jointly with disabled people

Greater support for disabled people at work and into work

- End caps on access to work grants and increase the relevant budget combined with a programme to inform employers and disabled people about the support available
- Sustained support for other employment programmes that have been proven to work such as work choice.

Support for disabled workers and students in education

- Meet the needs of all disabled students within an inclusive education system
- Reinstate the disabled students allowance
- Meet the needs of disabled workers in education

Support for disabled people to participate in public life

- Enable disabled people to play a full part in all areas of public life including the introduction of job sharing for elected representatives

Greater participation and accurate portrayal of disabled people in media, culture and arts and sport at all levels

- Government to work with media, arts, culture and sports organisations and with disabled people to establish and monitor standards for portrayal and representation of disability and disabled people

Establishment and promotion of a national training standard based on the social model of disability for employers and service providers

- Training based on the social model is essential to eliminate discrimination and to achieve equality and inclusion
- A national disability training standard should be established and monitored through engagement with disabled people

Engagement with disabled people to promote equality internationally

- Support for policies for inclusion and equality adopted by the European Disability Forum and support for disability equality across Europe and beyond

Message of condolences from Napo

We at Napo are shocked and horrified at the terrible news that Jo Cox MP has passed away following a brutal and most heinous attack in her constituency on 16 June. No words can truly express the horror and sadness that is felt around the country by all that knew Jo and those that did not. She was a fierce campaigner for justice and for women's rights. She spoke eloquently and passionately on behalf of Napo in a number of debates raising concerns about probation reform and the impact this was having on staff, service users and communities. She campaigned against hatred and fought tirelessly for justice and unity. She will be sorely missed, a light extinguished far too early. The country has lost a great politician, a great campaigner and a great role model. Her family have lost a mother, a wife and a daughter who cannot be replaced. Our thoughts and prayers are with her family at this most terrible time but we hope that one day her children will understand what a truly inspirational woman Jo was.

IAN LAWRENCE NAPO GENERAL SECRETARY
(SENT ON BEHALF OF NAPO MEMBERS AND STAFF)
17 JUNE 2016



Conference, democracy and you

Napo is potentially the most democratic trade union in Britain. Its supreme policy-making body is the Annual General Meeting (AGM) which takes place at Napo's autumn conference. The AGM is open to all members to attend, address and vote at on an equal basis, with the logical exception of pay and conditions of service issues, which can only be voted on by full members.

So how does this democracy work in practice and how does it translate into what Napo does in its members' name?

The core of the AGM is:

- Holding Napo's officers, officials and committees to account by scrutinising the Annual Report;
- Creating Napo's policies by debating motions.

A motion is a formal proposal for Napo collectively to do something. They are debated at the AGM and the members attending can vote whether they want them to be accepted as Napo policy or not. If a motion is passed at AGM it goes on to the committee responsible for the area of work which the motion addresses: National Executive, Negotiating, Professional, Campaigning, Family Court, Equal Rights, Health & Safety, Trade Union Organisation or Training.

Except for the National Executive Committee (NEC) itself, these committees are elected every year by the NEC from a list of members nominated by their Branch/Section. The NEC is composed of branch/section co-reps, two black reps and national officers, who are elected every two years in a postal ballot by the whole membership. The NEC runs Napo between AGMs and is accountable to the membership, along with all its committees, through an annual report which is presented to the AGM for approval.

Motions for Napo AGM can be proposed by a branch/section, a national committee, the PSO forum or two individual members. These are submitted and published well before the AGM so that all members can see them and can submit amendments to them if they wish. All members, *whether they are able to attend AGM or not*, are also asked to choose eight motions that they would particularly like to be debated at AGM and to return their motion ballot forms to the Steering Committee at Napo HO. These returned ballots are then aggregated and used to construct the order of business of the AGM.

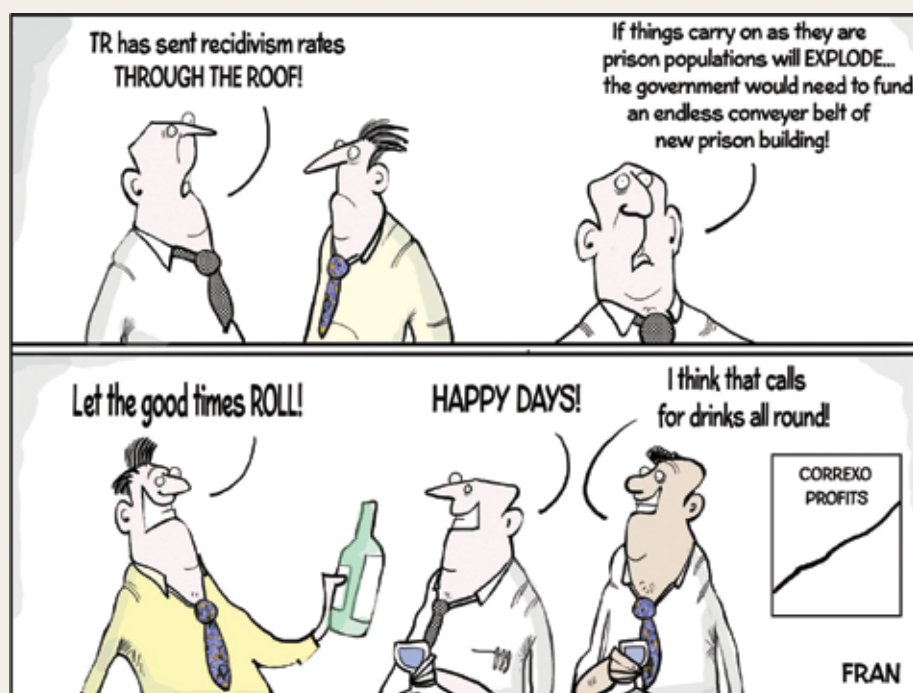
The order of business is divided into separate committee slots. The motion relevant to each committee, which receives the highest number of votes in the ballot, will be debated in that respective committee slot i.e. it goes to the top of the agenda. After all the motions in the committee slots have been debated at AGM, the remaining motions are then dealt with in the order in which they were balloted i.e. those with the most votes are debated first.

Members therefore have an extremely important role in the democratic functioning of Napo even if they cannot make it to Napo AGM Conference:

Firstly, they can help formulate AGM motions and amendments by being involved in their Branch/Section meetings;

Then they can influence the order of business at AGM by returning their motion ballot so that AGM prioritises the policies and decisions that the members consider to be most important to them.

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W: www.policecu.co.uk/napo



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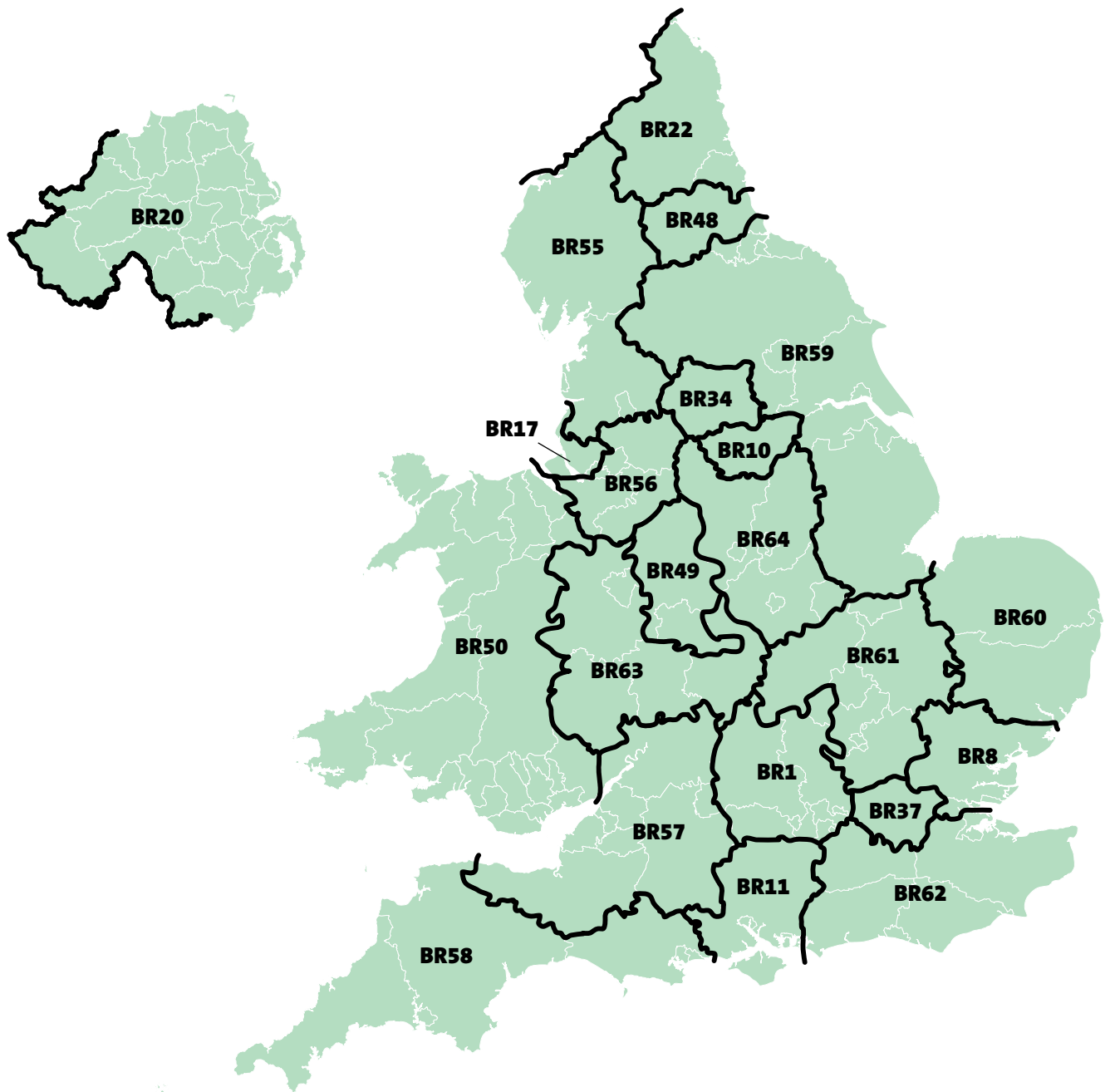
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Napo Branches

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
BR45 Family Court Section



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)

Napo's Officials are



Ian Lawrence
General Secretary



Dean Rogers
Assistant General
Secretary



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
Press, Parliamentary & Campaigns
Administrator (plus Publications)

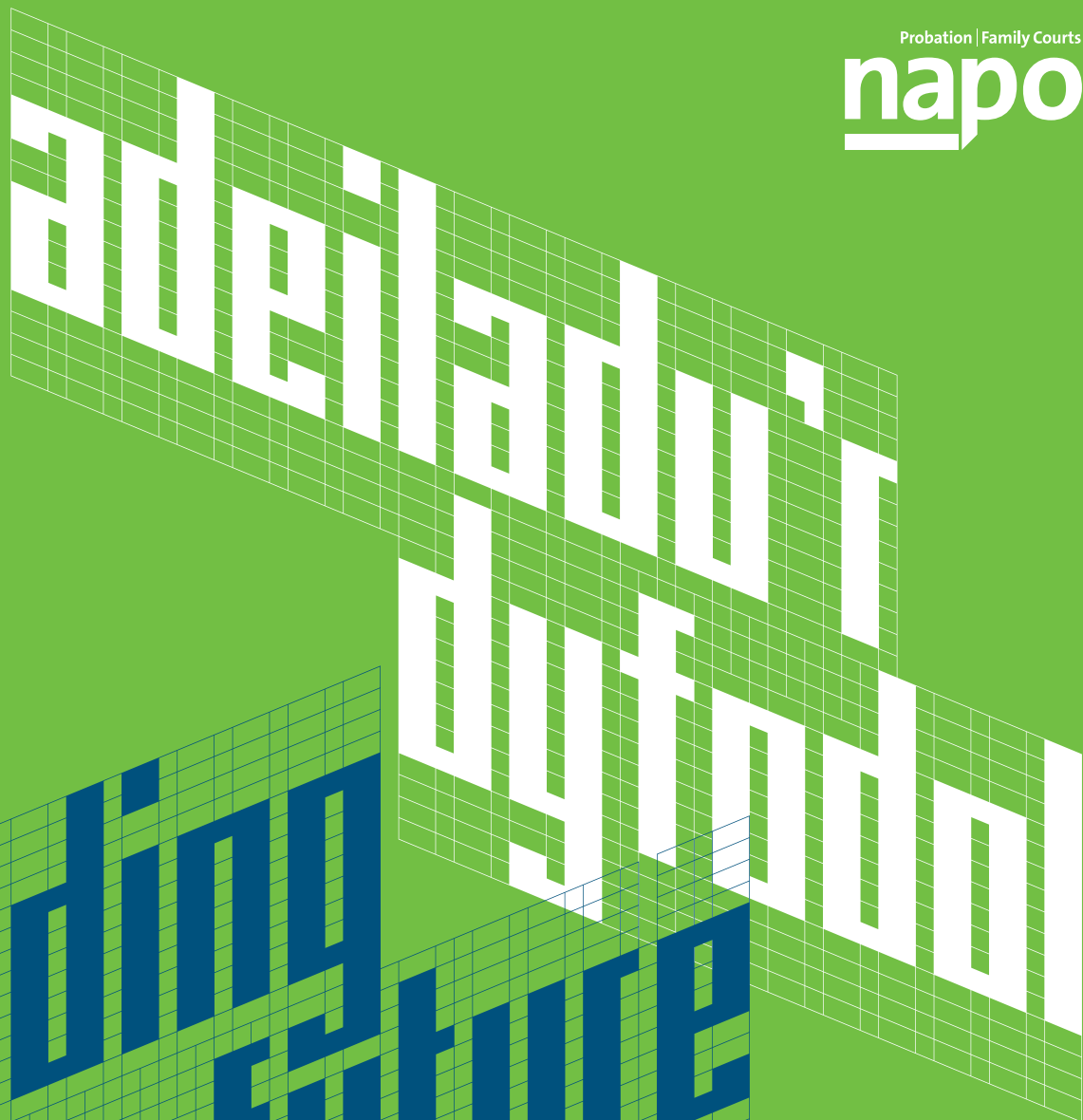
Kath Falcon
Membership Administrator (Part Time)

Jacqui Paryag
Membership Administrator & 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



Conference and AGM

29/9/16–1/10/16

St David's Hall, Cardiff

Cynhadledd

ac AGM

29/9/16–1/10/16

Neuadd Dewi Sant, Caerdydd

Keynote Speaker:

Andrew Selous MP, Minister
for Prisons, Probation and
Rehabilitation

Other confirmed speakers:

Liz Saville Roberts MP, Chair
JUFCPG

Professor Gill Kirton, Queen
Mary University

Doug Nicholls, General
Secretary GFTU

Malcolm Richardson, Chair of
the Magistrates Association

Dame Glenys Stacey, Chief
Inspector of Probation

Jo Stevens MP, Shadow
Probation Minister

Family Court Professional

Session speakers: TBC

Plus a full range of lunchtime
and evening fringe meetings,
stalls and exhibitions

FCS AGM: 11.00am – 1.00pm

Thursday 29 September
(Level 1, St David's Hall)

Evening entertainment at the St David's Hall:

Friday 30 September

Free crèche: email Kath
on kfalcon@napo.org.uk
for information

Contact: Kath Falcon
kfalcon@napo.org.uk –
tel. 020 7223 4887 for a
registration form or register
online: www.napo.org.uk/aggm