



## Chris Grayling & Mr Burns: separated at birth?

**What's the difference between the two charmers above? One worships private profit and has complete disregard for public safety, the other is Montgomery Burns.**

Chris Grayling, Secretary of State for Justice, is the first non-lawyer to hold the position of Lord Chancellor since 1672 and doesn't it just show. After wreaking havoc at the Department for Work and Pensions he blithely stepped out of the chaos- never looking back or taking responsibility for the disastrous 'Work Programme' – and strode straight into Justice. As he surveyed his new brief, he prided himself on ignoring the advice of professionals, his own officials, the courts, the charitable sector, various think tanks and the public as he set about trying to destroy our 100 year old public service. Not that we're the only ones under the cosh. This is also the man who wants to flog the legal aid system to a haulage firm – Grayling, that is, not Mr Burns.

A quick scan of his record paints a very dismal picture. After failing to win a seat in 1997, he entered Parliament in 2001 and made a name for himself as a Tory attack dog from the opposition benches. In government he masterminded the phenomenally unsuccessful Work Programme which resulted in no more work than if the scheme had never existed. Grayling shouted 'Competition! Diversity of Provision! Payment by Results!' but the evidence blew

him a raspberry.

Small, local providers of employment services were bullied and squeezed out by the duplicitous and incompetent beasts of the outsourcing jungle. The two main players, A4E and G4S, are both hugely discredited as the success rate for getting the unemployed into work is only 2.5% instead of the government benchmark of 5.5%. Serco has been hot on their heels in a race to become the most pathetic provider of public services as all three are being investigated for fraud.

### Not fit for purpose

So, Chris Grayling is responsible for an expensive, ineffective programme that leaves the unemployed to fend for themselves while the private sector milks the taxpayer. He should take responsibility for this but, instead, he moved to his next flight of fancy- 'Transforming Rehabilitation'. Using the same model, he is tearing up community supervision by fracturing offender services into different companies according to levels of risk of harm and re-offending. The Courts will have no pre-sentence proposal other than 'suitable for community supervision' and will have no say (and no clue) over the intervention. The private company can decide to do whatever it thinks is 'effective'. And what might that be Chris? On big MoJ posters, Grayling reveals his answer,

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# Transforming Rehabilitation – Am I Safe?

**This is the question on the lips of many members. While the majority of us are ready to fight tooth and nail to save the Probation Service, the Government will dangle temptation in front of us to encourage a split.**

The planned residual National Probation Service has been described by Jeremy Wright, Prisons and Rehabilitation Minister, as being staffed by 'top offender managers' implying that the rest of us will be fodder for the Community Rehabilitation Companies.

Mutuals have been painted as a fluffy,

value-driven panacea and, if we collude with the demise of the Service, the prize will be an enhanced voluntary redundancy scheme.

As well as campaigning, at Napo HQ we have been engaged in the unpleasant work of having to negotiate for the worst case scenario. That is our lot as trade union officers and officials. Negotiations with the employers have concerned the framework for transition into the NPS and CRCs and we have a responsibility to ensure maximum protection for members including fairness in any mechanism to split the staff and the terms of redundancy for those whose jobs are at risk. We have done that in good faith but the Secretary of State, and his department, have not kept their end of the bargain. We are being bullied into reaching an agreement when the Ministry of Justice has manifestly failed to provide all the information for us to consult members on.

## Staff Split

Regarding proposals for the staff split, the MoJ is supposed to supply a 'weighted scorecard' to decide the future location of staff. We hear that they have passed this responsibility onto PA Consulting. Who are they? A quick look at their website offers no reassurance. Their achievements include air traffic systems, remote control vehicles in Afghanistan, power restoration for households in Washington and the design of a 'revolutionary kitchen towel' from their offices in Cambridge. Not a whiff of criminal justice knowledge or experience. We kid you not.

Grayling's plans for Probation are simply to cut costs and cut the accountability link between the government, public, courts and those supervising offenders. Despite our

campaign to derail the whole project, any part of the new organisation will have cuts of 30% - either in corporate services or probation practice, either in the public or private sector or in a mutual. That means everyone is at risk and it is more important than ever that we stand together in opposition.

Negotiations with the employers have continued and we will still play our part in good faith but the half-baked approach by the MoJ has worsened as Grayling plans to advertise the sell off on 19 September in the European Journal. This seriously undermines any work done so far and must be met by strong resistance. Make sure you play your part.

**Tom Rendon**  
**National Chair**

## SAVE PROBATION! Mass Lobby of Parliament – 9 October

**Assemble at St Stephens entrance 12.30pm  
Rally from 1pm – committee rooms 11 and 14, in the House of Commons**

We have two committee rooms booked in the Palace of Westminster (11 & 14) and we want a huge turnout for this event as it is pivotal to the parliamentary campaign.

The Bill is due to go into the Commons in mid to late October so this is our chance to show how strongly we oppose the TR Agenda and that we are a strong union.

Members are being asked to write to their MPs either to lobby or to ask them to attend. A model letter has been sent to branches and can be downloaded from the Napo website. You can also find and email their MP direct from [www.napo.org.uk/about/probationunderthreat.cfm](http://www.napo.org.uk/about/probationunderthreat.cfm)  
**More information on travel etc. from your branch**

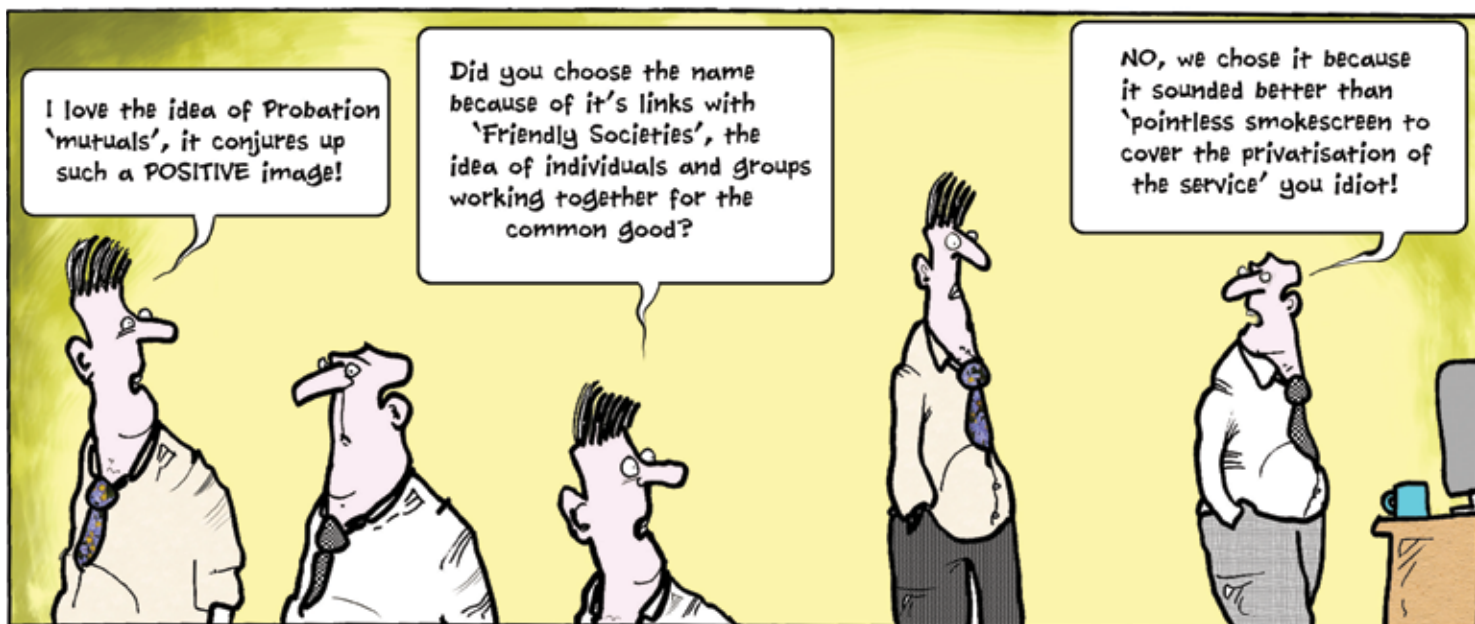
## Chris Grayling & Mr Burns: separated at birth?

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'innovative interventions which may include signposting'. Signposting? Wow! A hundred years of evidence based practice reduced to signposting.

In the interests of fairness we have to ask, does the Secretary of State have any redeeming qualities? No, actually. He is on record advocating gay people getting kicked out of B&Bs and he fiddled his expenses. If he is the separated twin of Montgomery Burns then he is conceivably the uncle of that other Simpson's character: Nelson, the playground bully.

**Tom Rendon**  
**National Chair**



# The Parliamentary Campaign – the story so far...

**As you know we are expecting the Offender Rehabilitation Bill back in the House of Commons in mid to late October following the debate in the House of Lords in July. But what does the whole parliamentary campaign mean and how is it significant?**

Well the legislation itself is not wholly contentious. Much of the legislation needed to privatise the Probation Service was passed in 2007, albeit it was never intended for the wholesale selling off of probation. There are elements of the Bill that are actually supported by Napo, as it opens the opportunity of working with the under 12 months' custody cases that have, until now, been left with little or no support.

However, this is in the context of extra

resources enabling the Probation Service to work with this group. Without this the Bill is nothing more than a PR stunt on behalf of the Minister. The Bill uses language such as wider flexibility to service provision' or as we call it, Privatisation! And this is why we must continue to oppose it.

## Pivotal time

So why is now such a pivotal time? Well as you know we had a great victory thanks to our friends in the House of Lords and a significant amendment was passed which means no reform can take place until both houses are in agreement on the Bill. We know members have found Grayling's continuation with the changes somewhat confusing in light of this, but that's because as

yet the Bill isn't law and much of the ground work had been done in previous legislation. What is key is seeing what happens when the Bill returns to the Commons.

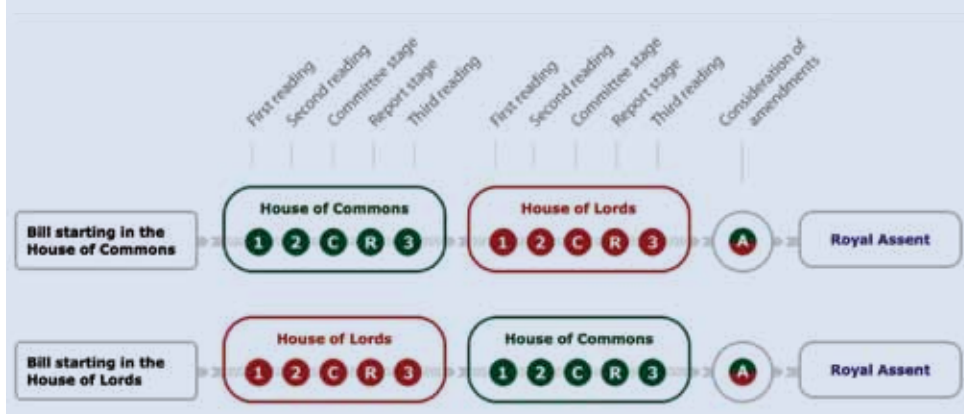
This is critical for us. We are gathering support amongst MPs, not least due to the hard work our members have done to meet with MPs locally. More and more are saying they are prepared to ask parliamentary questions and the realisation that their constituencies are at risk is beginning to sink in. This means we have a greater chance of a full debate on the Bill, and to get further amendments, while the Bill bounces back and forth between the two houses, a situation called 'ping pong'. That is why Napo keeps going on and on about contacting your MP, it really does make a difference. And that is why our mass lobby of parliament on 9 October is such an important event. We need to continue to raise awareness of our concerns, the risk to public safety and the impact on rehabilitation.

**Tania Bassett**

## Parliamentary Process

Both Houses must agree on the exact wording of the Bill. In exceptional cases, when the two Houses do not reach agreement,

the Bill falls. If certain conditions are met, the Commons can use the Parliament Acts to pass the Bill, without the consent of the Lords, in the following session.



## Tania Bassett

**As the new National Official for Press, Parliament and Campaigns, Tania Bassett had to 'hit the ground running', taking up her post in August in the middle of the most important campaign in Napo's 106 year history – the battle for the survival of the Probation Service.**



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As a Napo activist and officer in West Mercia branch, and a probation officer, Tania is already well versed on the issues. She also brings with her a great deal of local and national press and campaigning experience, and is already set on a hectic schedule of taking the campaign to the main Party conferences over the next few weeks. This will

be followed by some intense parliamentary lobbying as the Offender Rehabilitation Bill enters the Commons in mid to late October.

Tania is already well known to many branch activists and others will be able to meet her at AGM in October. Tania says 'I very much see my role as working with branches on the campaign locally and want

to be seen by them as a resource. National lobbying and national media attention are obviously vital but the key to success in the fight to Save Probation is going to be our members and this means getting organised at branch level. I will be out there helping branches with this'

## Napo at the Party Conferences

**Napo will have a strong presence at all the main Party Conferences to highlight our campaign to Save Probation.**

### Lib Dems

Tom Rendon, National Chair, and Tania Bassett travelled up to Glasgow for the Liberal Democrat Conference, where Tania spoke at a joint fringe meeting with the POA, chaired by Lord McNally. Although in Scotland, thanks to a kind offer from Northumbria branch, members were there with leaflets advertising our lobby of parliament.

### Labour

Napo will be at the Labour Conference in Brighton. Ian Lawrence will be speaking at the joint Napo and POA fringe meeting Chaired by Sadiq Khan (Shadow Justice Minister). Surry and Sussex Branch have volunteered to come along and make their presence known. We may even see a repeat of the 'Sinking of the Titanic'.

### Conservatives

Napo will also be at the Conservative party Conference in Manchester, where Tom Rendon will be speaking at the joint fringe meeting with the POA, chaired by our old friend Crispin Blunt. (Who knows he may even get a standing ovation).

This will be a big event as the TUC has planned a demo in Manchester on 29 September from 10am (see page 8).

## Ian Lawrence writes

### Dispute looms as Grayling rides roughshod over TR Negotiations.

As I have reported over recent weeks, Napo has been involved in high level negotiations with the Ministry of Justice and the National Negotiating Council (NNC) to try and arrive at a series of agreements and protections for staff in the event that the Governments' Transforming Rehabilitation Agenda becomes a reality.

Napo entered into these talks in good faith despite our implacable opposition to Chris Grayling's ideologically driven plans to destroy the very service that is best placed to assist the short term custodial community.

These discussions have been extraordinarily difficult to say the least and I have to say, downright depressing at times. We have grappled with a huge agenda and constant changes in the MoJ position as an increasingly desperate Secretary of State seeks to push through with his ill-considered agenda whatever the cost.

#### Crisis point

Early in September, and just a day after Napo had convened a special consultative forum of Napo's National Executive and Probation Negotiating Committees to bring them up to date, our team received the most bizarre ultimatum via Grayling's officials that the Minister had decided that the consultation period had been going on long enough! His view was that the Probation Unions needed to say whether we were on course for a deal or not despite the fact that the NNC had been asked to conduct negotiations within an impossible timetable.

The underlying threat from the Secretary of State to take his ball home also ignored the fairly important point that the Government and its representatives have singularly failed to provide the assurances that Napo needs in order for us to make any sort of recommendation to our members.

As *Napo News* went to press, events took a further turn for the worse as we were still short of key documentation relating to the methodology for selecting staff for assignment between the proposed National Probation Service and the 21 Community Rehabilitation Companies (CRC's), the terms of the Voluntary Enhanced Redundancy (VER) Scheme, and the 'measures' arrangements that will govern local negotiations under the overarching national framework agreement.

Despite a further four weeks of consultation between Trusts and Unions commencing on 19 September, it quickly became obvious that this would be seen as nothing more than a cosmetic exercise because of



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the missing or incomplete documentation.

Napo immediately made it clear that this was an untenable position and that while we would still engage with the MoJ via the TR Consultative Forum, this serious breach of faith has hastened the prospect of a dispute and a national ballot for Industrial Action,

#### Spreading our message

Napo has been actively developing its working relationship with Unison and has reached a joint accord in respect of the challenges we are facing in Probation which has been published to our members. At the same time we have re-instigated the Justice Forum alongside PCS and the Prison Officers Association (among others), to explore the scope for co-ordinated industrial action within the justice sector.

At the Trades Union Congress in Bournemouth I was delighted to be invited to speak at the National Shop Stewards Network rally (pictured) which heard some inspirational contributions from the representatives of other unions who are also engaged in struggle against privatisation and job cuts. They also agreed that we are very close to the time when trade unions need to say 'enough' to this government.

You can view my contribution on Napo News Online.

I also had the opportunity to speak at the main TUC conference debate, where I seconded the composite motion moved by the POA on the effects of privatisation in prisons and the scandal of Grayling's 'Transforming Rehabilitation' agenda (see page 6).

Here I made it clear that Napo continues our implacable opposition to the selling off of probation, and how the Governments plans endanger community safety and will see the taxpayer subsidising the private Sector who will still receive fees for services even if they fail to reduce reoffending.

#### Real ballot beckons

Grayling's blatant attempt to undermine the national negotiations and signal the sale of the Probation service on 19 September speak volumes about his Government's true intentions. Hardly a day goes by without our sources within the MoJ again telling us that the whole TR agenda is a shambles. A project which an increasingly desperate Minister intends to implement whatever the cost to the taxpayer and to public safety, just to satisfy his vanity and to encourage his friends in the Private Sector.

When the call comes to put that cross on a real industrial ballot, I am confident that Napo members will demonstrate their anger about the threat to their communities, the decimation of their careers and the arrogance of this Government.

**Ian Lawrence**



# The Real Cost of Privatisation

**Tania Bassett, National Official Press Parliament and Campaigns, spoke at the TUCG organised fringe meeting at TUC which addressed 'The Real Cost of Privatisation'. Sharing a platform with Matt Wrack (FBU), Owen Jones, John McDonnell MP, Steve Gillan (POA), and Simon Renton (UCU), Tania focussed her contribution on the impact of privatising probation on local communities, victims and Probation clients.**

Tania told delegates that the Probation Service is currently facing the fight of its life. Under the Secretary of States so called Transforming Rehabilitation Agenda, Chris Grayling will put the 106 year old Probation Service up for sale on the 19 September.

She explained: 'The consequence of this is that 18,000 staff currently face total uncertainty about their future employment'.

'The government not giving a damn about jobs, workers, livelihoods and professionalism of our members is bad enough', she told the meeting, 'but not giving a damn about public safety is a down right disgrace and a total failure on their part to fulfil their duty to society. And that is the real cost of privatisation of the Probation Service and the justice system'.

## Morally repugnant

And she warned: 'It will see an increase in serious further offences, place communities at risk of harm and see an increase in victims. It is morally repugnant that shareholders should make a profit out of other peoples misery. The justice system is about people not profit. It is our justice system that should be available for all people, not Graylings to sell off to the cheapest bidder'.

She concluded: 'The real cost of privatisa-

tion can't be put into figures, it can't be put on a spread sheet and it can't be worked out by the treasury. The real cost of privatisation will be picked up the workers that lose their jobs, it will be picked up by the communities that see an increase in offending and it will be picked up by the victims who

will be safe in the knowledge that their pain and trauma has earned the shareholders an extra bottle of champagne at their AGM. Grayling your TR agenda is a disgrace. Your policies are not fit for purpose, you're not fit for purpose! This is our justice system and it's about people not profits.'

## Payment by (no) Results

**It can sound rather hackneyed to state that Transforming Rehabilitation is a confused, illogical shambles but, even by those standards, the PbR model has really stood out this month. Research by the Social Market Foundation (a cross party think tank) has found that PbR actually provides an incentive for private companies to increase re-offending.**

How does that work? Re-offending fluctuates. For example, offending rose during the riots of Summer 2011 and it would be madness to dock the pay of the Probation Service for that on a PbR model. The government recognises this and has decided that there is a baseline rate of re-offending with a margin of 'statistical insignificance' of 3% either way. In other words, that it would not be fair to reward or penalise a company for those variations.

The company would need to preside over a 4% drop in re-offending before they saw any of the PbR money. Conversely, they could also allow a 3% rise in re-offending before they saw any loss of potential profit.

A 4% drop is no mean feat and to achieve it, there would have to be substantial invest-

ment in interventions with no guarantee of recouping the money on that investment. No shareholder would tolerate that.

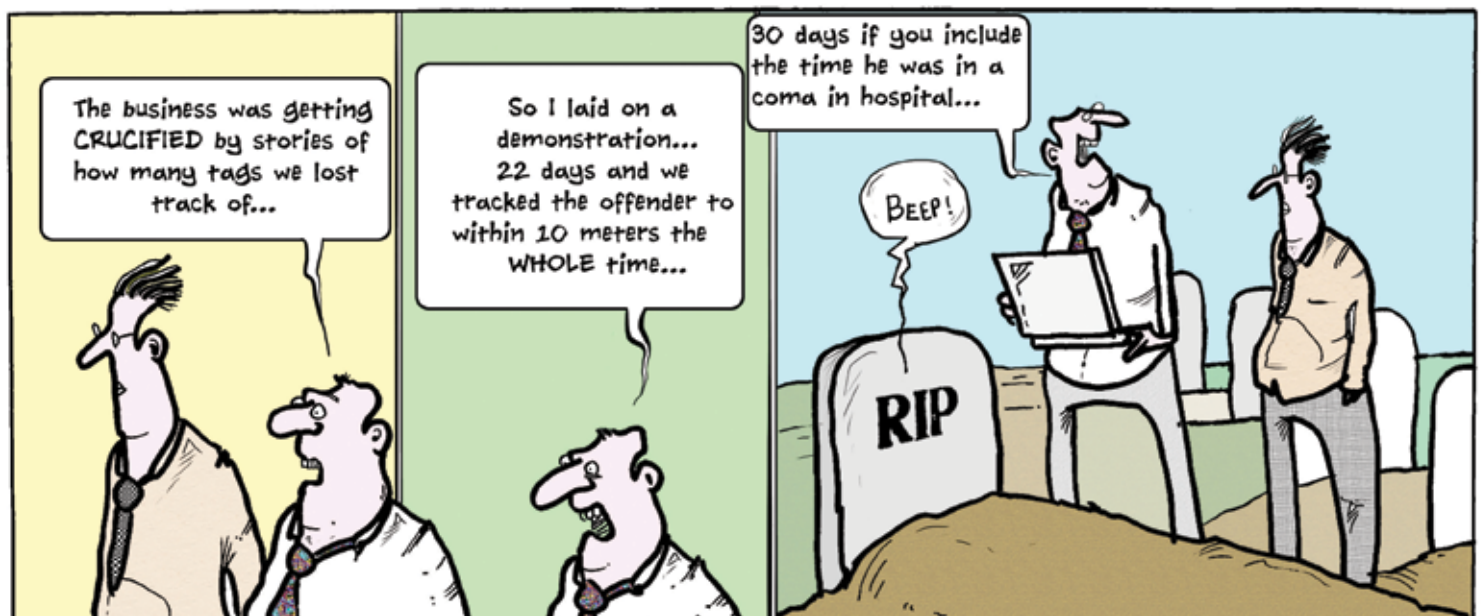
## Spend to Offend

Given there is no penalty for allowing re-offending to rise by 3% it is financially safer to make a profit by cutting staff and delivering the 'fee for service' part of the contract as cheaply as possible.

Richard Johnson, an ex-Director at Serco, made the same point in his article 'Spend to Offend'. He said the Transforming Rehabilitation programme had absolutely nothing to do with rehabilitation and everything to do with cutting costs. He described a dystopian future of supervision by call centre.

Grayling has already signalled that signposting is the best an offender can hope for in his system. The courts will have no say in the supervision of those appearing before them and probation staff will have scant resources to help those in need. Re-offending will rise and, all the while, Interserve, Capita and Sodexo will run off with the money.

**Tom Rendon  
National Chair**



## Napo members stand ready to defend Probation

**Ian Lawrence moved Napo's motion opposing the privatisation of Probation, which was composited with a POA motion and passed unanimously by TUC Congress. Below is an extract of his speech.**

'Privatisation and dismissal are the rewards awaiting Probation staff if Grayling's obscene plans come to pass. Composite 11 spells out the shambles that Grayling's 'Journey of Desistance' offers us, but it cannot tell you the full story of what is a national scandal and so called negotiations with the MoJ that only yesterday have fallen into the abyss.

All this is overseen by a Justice Secretary who, on the back of his disastrous Workplan experiment, and these plans, is no longer fit for purpose!

The speculators such as Serco and G4S who are perched like vultures to eat up the Probation Service are not fit to do more than electronically tag the dead, and charge the taxpayer for the privilege

Yet Grayling seeks to fragment and destroy a 'Gold Standard' Service while decimating the livelihoods of a highly skilled and dedicated workforce, one that is best placed to deliver the laudable objective of

assisting short term offenders; people who protect communities and then turn the lives of offenders around for the better.

For let me be absolutely clear these plans will lead to Serious Further Offences and an increased risk of harm. That is why Napo is working with the POA, PCS and Unison to develop plans for co-ordinated industrial action against the onslaught on the Criminal Justice System and the threats to public safety by this Government.

### We need your support

So not only do I need Congress and General Council support for the composite and its directives but I want a bit more. Firstly; to all of you here, please use all your channels of communication to encourage our combined six million members to sign the Save Probation E-Petition. It's no 44403 on the direct Gov site.

Secondly: to Dave Prentis and our sister probation union, please personally encourage your one million members to help us achieve the 100,000 signatures we need to force a commons debate on this issue.

Finally to Ed Miliband; thanks for the support by Sadiq Khan and Jenny Chapman for our campaign but I need your commit-



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ment that you'll revoke the contracts of private providers who secure probation work via this corrupt and shambolic competition.

So, Conference, let us send a clear message to Grayling and his cronies. Your performance as Justice Secretary is a disgrace! Your proposals endanger community safety, the taxpayer will see untold millions of pounds subsidising the private sector who bizarrely will still be paid even if they allow re-offending rates to increase And Napo members, working in partnership with our sister unions, stand ready to defend themselves against your ill-considered and ideologically driven agenda.

## TUC Congress 2013 round-up

**Ian Lawrence spoke on Sunday at the National Shop Stewards fringe meeting giving a well received and resounding speech. The topic was whether the TUC should call a National Strike which seemed to set the tone for most of day one of Congress.**

We saw a heated debate on the practicalities of a general strike with a robust and entertaining contribution from Bob Crowe. Napo doesn't have a mandate for a general strike yet but TUC passed the motion and the option for a national day of action remains on the agenda.

On Tuesday, Napo's composite motion with the POA on saving the Probation Service, seconded by Ian Lawrence was passed. The motion got great support from various unions showing a real sign of solidarity in the movement. Tom Rendon then proposed Napo's motion on legal aid cuts to family law which was also passed.

Ed Miliband addressed congress on Tuesday as well. He raised issues that Labour intends to build into their manifesto, such as housing, pay day loans and zero hour contracts. However, his failure to mention the wholesale sell off of the justice system at all in his speech was disappointing to put it mildly.

We still have an opposition that is choosing to ignore a fundamental social issue and that is just not good enough. So we still have to continue the parliamentary campaign and get out to MP's as we cannot assume that they will support us or save us.

This year has seen a productive and motivating TUC, setting the agenda for the coming year. It has identified how much Trade Unions from all industries, sectors and professions are facing such similar issues. But it has also identified that our strength is in our solidarity, co-ordination and our values.

**Tania Bassett**

### A thought from one of the Delegates

*'Although I have attended many Napo AGMs, this is my first time at the TUC.*

*What strikes me is the effect a delegate conference, which this is, has on the voting procedure. Essentially, the big unions such as*



Labour Leader, Ed Miliband.

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*Unite and Unison dominate. Napo has only two votes. If our AGM was organised like this, Greater London Branch would dominate!*

*I also find it strange that speakers for or against a motion speak from the same rostrum. But in fact so far there has been little debate.*

*But what has been most striking is the way cuts, privatisation and the reduction in employment rights are having an impact on all workers across the board.*

*There is definitely strong support for co-ordinated industrial action and personally I hope that Napo gets involved.*

*It is invigorating to be in an environment where I can be proud to be a trade unionist and believe that collective action can and will change things.*

*I have also been humbled to hear of the collective action taken by trade unionists in countries such as Colombia where to do so is physically dangerous. If they can do it, why can't we? What have we got to lose?'*

**Pat Waterman**

**Chair, Greater London Branch**

## Protecting access to justice – why legal aid cuts matter

**Napo's second motion to TUC was on the impact of legal aid cuts on family proceedings. This was moved by National Chair, Tom Rendon. An extract of his speech is printed below.**

On the first of April 2013 the Legal Aid, Sentencing and Punishment of Offenders Act came into force. It denies legal aid to parents in contact disputes over their children. And it denies legal aid to the victims of domestic abuse without evidence of criminal proceedings either on going or within the last two years. Why should that matter?

Domestic abuse is more than a violent or sexual assault. It is the deliberate and systematic destruction of a victim's self-esteem and sense of self-worth and much of it remains hidden. So pernicious is the impact that it often leads to victims being unable to face the police or take action for fear of not being believed. They also risk further punishment at the hands of the perpetrator who exacts revenge.

### Systematic abuse

In one case, a woman's partner set about trying to destroy her sanity. Over a period of years he hid her clothes, her car keys, the kids' toys – pretending that she must have lost them. He changed all the clocks in the house and her

alarm so that she was late for work or collecting the children and then- before she got home – changed them back again. When she questioned it, he told her he was starting to worry about her mental health. Eventually, she started to doubt herself.

There were no bruises but the cold and devious campaign of attrition was torturous. That woman would be denied legal aid today. The government has set the bar too high for the victims of domestic abuse – failing to properly recognise or give value to their experience.

### Putting children first

In contact disputes, our members are Children and Family Court Advisors who act in the best interests of the child. The breakdown of relationships – whether ultimately for good or ill – is a traumatic time and can affect the emotional health and life chances of the children for years to come.

As a society we have a duty to minimise the suffering inherent in that process.

An absence of legal assistance for the parents makes a bad situation worse. At best, they risk publicly unravelling. At worst, the parents, in an often fractious state, can sweep their children up in a tug of war over property, overlooking what's best.

Specialist lawyers can guide their clients through that legal and emotional minefield by offering dispassionate advice. When that is absent, our members have reported a pressure for them to step into the breach which they are not

trained to do and which could threaten their impartiality with parents and the court. The woman I referred to earlier would have had to face her abusive partner in Court – in effect being forced to relive that trauma.

The restrictions on legal aid have instigated an increase in the number of litigants in person. One solicitor reported a court application – listed for 15 minutes – take over 6 hours because the respondent appeared in person. It's no wonder. How would you cope?

Financially, the cost of the delay negates the saving on legal aid and it magnifies the pain. But the more insidious, harder to measure, risk is that people simply just stop seeking access to justice. The poor, non-English speakers, immigrants and those with learning difficulties or mental health problems will bear the brunt. The responsibility falls to us to protect each other and our access to justice.



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TUC delegates support Colombian trade union leader, Huber Ballesteros.

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Napo's delegation l-r: Sarah Friday, Robbie Bourget, Maureen Vernon, Tania Bassett, Pat Waterman, Ian Lawrence, Annoesjka Valent and Ranjit Singh.

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## From the Chair

**At the time of writing, Ian Lawrence and I are in the Bournemouth Conference Centre as Napo's two delegates to the annual TUC Conference. The experience of hearing from other workers brings into sharp focus the battle we have on our hands in facing down the Coalition. The blacklisting of trade unionists, the bedroom tax, food banks, zero hours contracts and the low wage economy threaten to whip us back into the poverty, oppression and inequality of the Victorian age. Ian and I will be speaking against the privatisation of Probation and the threats of legal aid cuts on family justice (see pages 6 and 7).**

As we concern ourselves with the risks in Transforming Rehabilitation, we should double our efforts to be part of the wider political agenda – supporting others and harnessing the support of others in solidarity. The Conservative Party is holding its conference in Manchester later this month and a rally is being held in opposition to the decimation of our pay and services. Some branches are sending coach loads of members and linking in with others. If your branch has been saving money for a rainy day, that day is well and truly here – get transport and get to Manchester – Liverpool Road, 11am on 29 September.

This autumn will be a seminal moment for Napo members to help bring about

change and social justice – we cannot afford not to take part. We also have the Napo national lobby in Parliament on the 9 of October. (see page 2).

### Transforming Rehabilitation

I have written about TR elsewhere in this edition of Napo News with reference to PbR and whether any members will be 'safe'. We know what happened when Serco got its hands on London CP but we don't know the fate of those destined to become second rate civil servants in the proposed national service.

I am disgusted to hear of one mutual intending to run on zero hours contracts. No ordinary worker will win in TR, yet the MoJ and some senior managers have invited us to test out elements of the programme

to help it work. In other words, if you fancy digging a shallow grave and hurling your career into it, the minister will gladly hand you a shovel.

On 2 September we convened a special meeting for Napo's NEC to discuss the MoJs proposals. We entered negotiations in good faith and our NEC reps came to meet in good faith. The most contentious consultation documents were nowhere to be seen. The government simply failed to provide the information needed. The minister expects us to consult our members on a half baked cake. It is an insult and especially so when he races ahead with reorganisation with no idea (or interest) about any of

the following: service delivery, risk to public safety, IT systems, case transfer arrangements, contract management, pensions, data security, job descriptions. I could go on.

At Chivalry Road, Napo has recruited Tania Bassett as our new National Official who will be leading our campaign strategy and I am sure all members will join me in welcoming her to the team. Make sure you keep in touch with the campaign nationally and locally and

get involved. Apathy is a bigger threat than Grayling, but it doesn't have to be.

**Tom Rendon**  
**National Chair**

## Professional issues at AGM

**This year Professional Committee are planning a fringe meeting to examine the potential changes to domestic abuse work. Improvements to assessing and addressing domestic abuse have been a key concern for the Probation Service over recent years. Expertise and information sharing protocols within this challenging field have been established over time and with considerable effort. This appears a critical response to crime statistics and the experiences of victims which continually reinforce the harm which is caused by these offences.**

How will the Transforming Rehabilitation agenda impact on these provisions and therefore public protection? Currently plans for the most risky and complex cases to remain within the public sector do not include this client group. The Committee believe this is a massive flaw within the Government's plans and that it can be a vital part of Napo's campaign against these changes. We have submitted an AGM motion to this effect and invite members to join us to discuss this important issue. Look out for further details in the AGM programme.

**Sarah Wake**  
**Professional Committee**



Assemble Liverpool Road (M3 4FP) from 11am \*Rally in Whitworth Park



## Health & Safety – a political issue

**The National Hazards Conference held in July at Keele University was a great event, with a range of speakers on the coalition Governments attacks to occupational health and safety. 300 conference delegates (safety reps and campaigners) attended the three day conference, the programme of which included campaign meetings and workshops.**

Local family court and probation Napo activists and I organised a Napo stall with our campaign materials against probation privatisation so conference delegates could find out about this then ask their union branches to support our campaign.

I attended the conference to get up to speed with what is happening in the trade union health and safety world – as after the AGM Mike McClelland and I are swapping around some of our work – Mike will cover professional issues and I will cover health

and safety (and we will share work around probation training). I have a wealth of experience in trade union health and safety, gained prior to working for Napo, and so am looking forward to getting back involved in this.

### New workplace tyranny

Phil Taylor, Professor of Work and Employment Studies at Strathclyde University, and author of a recent report for the Scottish TUC 'Performance Management and the New Workplace Tyranny' was a particularly interesting speaker. He explained that techniques formerly used in maximising output on production lines are now being applied to white collar and professional workers – those formerly in a privileged position in the work place.

They are being asked to pay for the economic crisis, as through constant re-structuring more work is being done by a smaller workforce and this means that breaks, and any 'thinking time' within the working day has been almost completely eroded. Not only do they work longer days, but the time they spend at work is far more produc-

tive than ever before and it is through performance management (such as sickness absence procedures) that those that can not keep up with the pace are managed out of the service.

### Underperforming quotas

So performance management is no longer about encouraging employees to improve their performance, instead it is being used to pressurise workers into more intensive forms of work and to create quotas for underperformers to manage them out of their jobs. Disabled, part time, women and older workers suffer disproportionately from this way of working. If you want to hear this speech go to [www.hazardscampaign.org.uk/hazardsconference/index.htm](http://www.hazardscampaign.org.uk/hazardsconference/index.htm).

Phil Taylor has agreed to speak at next years Family Court Conference (15 May 2014 in York) as stress caused by performance management causes huge problems for Cafcass staff.

If the Government gets its way with probation privatisation, work related stress will soar, as there will be a jobs massacre, with 30% cuts to the NPS and CRC, and those remaining in service will carry huge workloads.

Attending the Hazards conference reminded me why I first got interested in workplace safety and health – I enjoy the subject in its techy nurdy way – but also because it is intensely political. Cutting health and safety standards is the first thing that happens after privatisation – how else are privateers to make a profit? The purpose of the Hazards conference is to encourage delegates to get organised to achieve a safe workplace. Phil Taylor ended his speech by explaining that workers don't have to take this systematic form of bullying and harassment – there are ways of fighting back. The same applies to TR – lets re-double our efforts to stop privatisation. We need to give Grayling some serious stress – in order to stop him from stressing us!

**Sarah Friday**



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## Impact of the Cuts on the Diversity Agenda

**In line with Motion 14 at last year's AGM, we are very keen to hear from members about what is going on in their local areas, both within probation and within their wider communities.**

We would like information on how the cuts to public services have affected communities and individuals where you live and work. Past studies indicate that cuts have the biggest impact on those who are already disadvantaged and vulnerable, including people with protected characteristics.

Please send us as much information as you can about any or all of the following:

- How have local communities where you live or work been affected? What sort of amenities and services have been lost and what has been the impact of changes to benefits such as the bedroom tax and

the single payment?

- Can you send us any case studies (anonymised) of how individual clients that you work with have been affected by the cuts? We need evidence of what is happening right now to people that we work with.
- Has there been any impact on community cohesion? Is there any evidence of increased activity of far right groups in your area, and if so, have they targeted any particular groups?

As a trade union and professional association we need to play our part in the wider campaign to publicise the reality of what the cuts are really doing to individuals and communities. Please help!

**Megan Elliott**

**Equal Rights Committee**

**Reply to [melliott@napo.org.uk](mailto:melliott@napo.org.uk)**

## Hazards Campaign

### Sertuc Safety Reps Seminar

#### The Healthy Workplace

**Thursday 31 October 2013**

10-1 Congress House  
Great Russell Street  
London WC1B 3LS

**Lunch will be provided**

# Family Court FoCuS

## Don't Look Back in Anger

Sadly this is the last FC Focus I shall ever write; I'm retiring from Cafcass at the end of October, which is why I haven't stood for another term of office as National Vice Chair this year. It's been a long journey that started at AGM 1998 in York when I and like-minded Napo Family Court Welfare Officers agitated successfully for the creation of a Family Court Committee to oversee the transition of Napo members to a new agency that was later named Cafcass (I've never asked before, but who was the joker who put the 'ass' in Cafcass? There's a Cuban goodie bag for the best answer!). Enormous thanks to all who joined me on the way from the Section, from Napo and beyond. So many of you have now left Cafcass (some with my help); a few have tragically also left this life, and I appreciate all the commitment, the support, the companionship, the humour and even some of the brickbats, that you have shown/thrown at me over the years.

## My Way?

I have a few regrets that I will mention: I wish I could have saved the jobs of the two NE convenors, who, I still believe, were unfairly dismissed, and of the FSWs made redundant last year. I'm sorry we didn't run an industrial action ballot on workloads in 2011; unfortunately our campaign got eclipsed by the greater campaign to defend public sector pensions. I also regret losing the Chatham collective grievance and being cheated out of winning the Cottingham relocation dispute.

On the other hand there are many Napo achievements with which I'm very proud to be associated: the creation of the Section; the Harmonisation Agreement of 2003; the original suite of Health and Safety and Human Resources Policies; the Strategic Pay Agreement of 2008; the York Home Workers' Dispute; the Workload Weighting Scheme; the Family Court Conferences; the Questionnaire; the new Attendance Policy; the Request for Representation Form; the Edridge hike over Edale...

## R.E.S.P.E.C.T.

Just recently I've been involved in an individual representation during which evidence emerged which means that Cafcass can never again automatically shrug off our members' allegations that they have been bullied by individual managers under the cover of performance management. Cafcass needs to look very carefully at the way it has been recruiting, promoting and training middle managers; it also needs to reduce the relentless pressures that are placed on middle managers to achieve targets and it needs to reverse the distorting effect that



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this has on their relationship with the practitioners. Senior managers say that staff should be respected, supported and encouraged. It's time they showed they meant this.

## A Hard Day's Night

I know there is some cynicism about the Workload Measurement Scheme, but it was never intended as a panacea for overworking; it's merely a tool for measuring workloads. What it does do, however, is publicly expose overworking in a way that management cannot deny. It needs constantly refining so that it accurately reflects the work that practitioners actually do. Tasks that cannot be measured by the scheme need to be identified and we need to ensure that they are taken into account in other ways. Above all we must persistently drive home to management that the whole point of Cafcass's policy on workloads is to take practitioners into the Green (or below if there are other factors like complexity that don't score). The officers of the Section are not psychic, however, and they

need you to tell them promptly where the scheme is failing or where local managers are behaving in an 'emotionally unintelligent' manner.

## Dancing in the Dark

The future of the public sector looks grim while this Government continues with its mission to dismantle the Welfare State, destroy the trade unions and disable the checks and balances that safeguard democracy in the absence of any parliamentary opposition worth the name. Ironically Cafcass is currently better off than most public services. This is because senior management is rather good at flying under the Government's radar. They can only do this, however, while you continue to take on, with professionalism and skill, everything that is thrown at you without making a public fuss that would alert the Government to Cafcass's existence.

This state of affairs is reflected in the pay claim the Cafcass unions are now making. Negotiating this claim will be a task for my 'survivors' and I know I leave the Section in excellent hands, but there are not many of them and they need the active involvement of all rank and file members to keep Napo the effective force that it has always been in Cafcass. We also need to support the campaign to keep the probation service public or Napo itself could cease to exist; moreover if Grayling gets away with privatising the probation service what will he be tempted to do to Cafcass when it transfers to his department next April?

## The End

Anyway I guess this is goodbye, though you haven't quite seen the last of me – I shall be standing for election to the Family Court Committee at the Llandudno SAGM on 16 October and I hope to see lots of you there if only to buy me a drink. But for those who can't make it to North Wales, it's been emotional.

**Tony Mercer**  
National Vice Chair  
[tmerc@napo.org](mailto:tmerc@napo.org)

## Branch Reps' Courses

### Representing Members

11-14 November 2013  
Aston University Business School

This course is designed specifically for Napo representatives who deal with grievances and disciplinary cases, this course covers: members' rights at work; what is

a grievance; how to handle a disciplinary case; skills for representing individual members; new dispute resolution regulations, and the duties and responsibilities of management.

**Contact your Branch Chair/Secretary for further details and a registration form or**  
[Cynthia Griffith cgriffith@napo.org.uk](mailto:Cynthia.Griffith@cgriffith@napo.org.uk)

## Edridge – a plea from David Cox

**The Edridge Fund has a great deal of support from all over the Probation Service and Cafcass. This includes not only the members of Napo, but we have received active support from a number of Probation Trust Managements, particularly with our recent changes. We carry out an important role in supporting our colleagues in times of difficulty, and many people spend their time and energy in supporting us. All this continues, even at a time when the future for everybody is uncertain.**

However, there is a problem. In the last issue of *Napo News* we reported that the process to seek nominations for new Trustees had been started, but by the deadline in August only



one nomination had been received, and that was for an existing Trustee who was seeking a second term. We still had one vacancy, so the deadline was extended, and we understand there is at least one further nomination coming through. It is a long time since there was any real competition for Trustee vacancies, and as it is the present Trustee group has a high proportion of retired members.

We will be at the Llandudno AGM, so please come along to our stand and talk to us about the opportunities to help us. We need volunteers to help



us in a number of ways, and indeed there will be a need for new Trustees in the future. It really is a worthwhile thing to do, for a valuable cause.

This is a personal note because I want to thank the Trustees of the Fund for the enthusiastic way they have helped me in effecting the massive changes we have made in our operation. They work together very well, and

any new Trustee will find them to be a very welcoming team.

**David Cox – Treasurer & Business Officer**  
**The Edridge Fund of Napo**  
[www.edridgefund.org](http://www.edridgefund.org)

## Obituary: Caroline Cosgrove

**Caroline loved a lot of stuff! She loved her family, she loved her friends, and she loved her badly behaved horse.**

Caroline also loved the Probation Service. In fact she became quite passionate about the Probation Service from about the age of 13 when she first visited court in Huddersfield to observe. At 16 she visited the Chief Officer in Huddersfield and told him that she wanted to be a Probation Officer.

The rest, as they say, is history!

### But for those who don't know...

After graduating from LSE and completing her post graduate studies to qualify as a PO Caroline's early professional life took her to Latchmere Road in London and it was there that she met Alison and Sandy who were to become lifelong friends and colleagues.

In 1977 whilst working at Clapham High Street Caroline met Steven Cosgrove, who was to become her husband.

It was here that Caroline consolidated her love of the Service and her learning in the 'art' of through care and where she developed her deep and abiding understanding of the true meaning of aftercare and resettlement. Caroline's clearly expressed belief in taking risks for people, not with



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people followed her throughout her career.

Caroline's career progressed alongside her marriage to Steven and the births of their beloved children, Jeremy, Oliver, Raymond and Grace (and most recently her granddaughter Matilda).

Following the birth of Jeremy the family returned to their mutual roots in the north of England.

In the South Yorkshire Service Caroline continued

to grow as an officer, serving for many years in Barnsley and culminating in the last 12 years of her career as a group worker, an area in which she excelled in challenging and engaging the most damaged and risky of those we work with.

### Passionate delight in people

Colleagues will remember her for her passionate belief in people and her talent for engaging the most dangerous amongst us with a view and a mission to change behaviour. This was her professional *raison d'être* and it was her belief that this was possible. Napo was an abiding light in her career and she was influential from the onset.

Caroline held national posts on both Campaigning and Professional Committee and was always to be relied upon to say her

knowledgeable and passionately believed 'piece' about the ongoing politics of the Service and the criminal justice system. This even when she was in a wheel chair or on crutches having been thrown yet again by her beloved but rather intransigent horse Bobby.

Caroline loved and was loved. She presented herself with much style and much substance.

As a colleague Caroline was supportive and challenging. She suffered fools badly and 'management' took her brickbats mostly gallantly, knowing her commitment was genuine.

As a friend we loved her for her passion, her style and her effortless fabulousness! We remember the conference suitcases, full of glamour and the occasional bottle of Blue Sapphire for the odd G&T!

In South Yorks Caroline served Napo in many ways including the role of convenor from 2003-06. We will remember with great fondness our first foray to Wortley Hall for SY Napo AGM, the conference quiz on the bus, the conference party in the shared room, the conference outrage and passion on the podium, for or against, even on crutches!

Colleagues have expressed their privilege to have known and worked with Caroline and describe her final months at Group Programmes Division as being exemplified by her usual approach to life, No complaints and no regrets.

I consider Caroline to have been one of my dearest friends and I know that feeling is shared by many. She will be greatly and sadly missed.

**Pam Anderson**  
**South Yorkshire Branch**

## Crucial AGM

**Unsurprisingly, the theme of this year's AGM is 'Privatisation – a threat to public services and public safety'.**

AGM will be formally opened at 2pm on Thursday 17 October by Elfyn Llwyd, parliamentary leader of Plaid Cymru and Chair of the Justice Unions and Family Court Unions Parliamentary Groups. As well as formal business and discussion on conference motions there will be a Q&A session on 'What really works in Probation and Social Work' with speakers Janet Crow (PRT), Dr Theo Gavrilides (IARS) and Dr Paul Senior from Sheffield Hallam University.

There will also be a set piece debate on the future of the Probation with key parliamentarians. Leader of Plaid Cymru, Leanne Wood AM, as already confirmed and we hope to have Justice Minister, Jeremy Wright, and a representative of the Shadow Justice Team. Meanwhile, the Family Court Section Professional Session, will hear from Elfyn Llwyd, in his role as Chair of Family Justice Select Committee.

In addition there is a full programme

of fringe meetings and live entertainment on the Thursday and Friday evenings.

This is a crucial AGM at which critical decisions will need to be taken on action to save probation and fight the TR agenda. Make sure you are there and have your say and your vote counted.

### Early bird rate

The cutoff date for the Early Bird Rate is Friday 27 September. However you will still be able to register at the reduced rate of £45 (£25 retired/unemployed members) over the whole of the weekend 28 and 29 September. Also any forms and cheques for the reduced rate posted over the weekend and received in the following week will be accepted.

If you are unable to register before the cutoff date for a valid reason (e.g. being off sick etc.) this will of course be taken

into considera-

tion. You should contact Kath Falcon [kfalcon@napo.org.uk](mailto:kfalcon@napo.org.uk) to discuss this.

In addition, new members joining Napo after the cutoff date, will still be eligible to attend AGM at the reduced rate.

**Register online or download a registration form at [www.napo.org.uk](http://www.napo.org.uk) or phone head office 020 7223 4887 or email [info@napo.org.uk](mailto:info@napo.org.uk) for form to be sent to you.**



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**or e-mail: [jane.watt@wanadoo.fr](mailto:jane.watt@wanadoo.fr)**

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