

## National Negotiating Council for the Probation Service

**To: The Chair of the Probation Trust  
The Chief Executive of the Probation Trust  
(Copy enclosed for the Head of Human Resources)  
The Secretary of the Probation Trust  
Members of the NNC**

20 July 2011

### NNC CIRCULAR NO.8/2011

Dear Madam/Sir

#### **Workload management and related matters**

In circular 1/2010 you were advised that terms of reference had been agreed for a number of NNC joint working parties to consider, amongst other things, workload management. The group had initially expected to produce a report no later than 31 October 2010. In the event this was not possible. However the joint working group has considered the work undertaken by the Offender Engagement and Specification, Benchmarking and Costing Programmes team, specifically the work undertaken to support workload management.

In January 2011 the OESBC team published a number of documents designed to assist trusts in considering workload management issues. They are available on EPIC and include:

- Simple WMT written in Excel
- Guidance to that WMT
- An example of a workload priorities framework
- Indicative timings methodology materials

Adoption of the model tool is not mandatory. Many Trusts have developed their own workload measurement tools to assist with workload management and will continue to use and further develop them. London Probation Trust have made available to other Trusts, as a paid for service, its own Workload Management Tool.

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Trusts should be employing workload measurement tools to assist in workload management. Data on individual workloads should routinely be addressed in line management supervision with a view to ensuring that staff wellbeing is paramount and that individuals are neither under nor over-worked. Workload prioritisation arrangements should then be used to re-balance workloads as necessary.

The NNC Joint Secretaries have looked at these recently published tools and commend their use to trusts. All trusts are encouraged, if they have not already done so, to adopt or develop a workload measurement tool for use in their area. It is further recommended that any trust that has not reviewed its workload priorities agreement or its employee care agreement in the last three years should consider doing so.

Workload measurement tools, and the figures used to populate them, must be agreed locally with the trade unions if they are to have any credibility.

It should be remembered that timings used both in the original national Workload Measurement Tool as well as those in the SBC publications, all need to be periodically checked against reality to ensure that they reflect changing practice. What is important is that the process of arriving at any revised timings is transparent and that the results are agreed locally.

The Joint Secretaries are available to provide advice where this is required.

Yours faithfully

**Christine Lawrie**  
**Jonathan Ledger**

**Joint Secretaries**