



ANNUAL REPORT 2023

The union for senior managers and
professionals in public service



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General Secretary's Report

Dave Penman



For those of us at the heart of government, it's been easy during the last few years to lapse into hyperbole around what we've experienced and witnessed. 2022 certainly feels like whatever hyperbole is of your choosing, it would fit.

Three Prime Ministers, four Chancellors and literally countless ministerial changes at every government department. The announcement of 91,000 job cuts and the suspension of the Fast Stream, both later reversed. Ministerial bullying allegations, the war on "woking from home", the sacking of Tom Scholar and endless attacks on the impartiality, professionalism, and integrity of the civil service.

Despite all the chaos, the civil service did what it always does - supported ministers and delivered key public services. The pressure on public servants to deliver through one of the severest cost-of-living crises in a generation spilled over into industrial action across many sectors. Our own Fast Stream section, the future leaders of the service, voted in record numbers to reject their pay offer and take strike action if necessary, a dispute that is still to be settled as I write.

The FDA has sought to engage with employers to ensure that every penny is extracted from the pay remit process, however dysfunctional that process is. As we've shown previously, working with employers to look at pay reform that supports their business needs can deliver better outcomes for our members.

2022 saw the civil service get the lowest overall pay increase in the public sector. We have been working with ministers to try to ensure that was not repeated. As members would expect, that involved engagement and evidence.

It was with dismay therefore that, despite assurances from the minister on enhanced engagement and a settlement that matched the rest of the public sector, they suddenly imposed a pay remit without any meaningful dialogue on substance. The lack of any additional compensation for the cost of living, which amounted to £1,000 in education and £1,600 in health, demonstrated once again that ministers simply do not value the civil service the same as the rest of the public sector. That we suspect this was done to gain tactical advantage in discussions elsewhere only reinforces this point. Civil servants are being treated differently from the rest of the public sector regardless of their grade or where they work.

Our decision to ballot members for industrial action over pay, the first time the union has taken that decision in more than 40 years, demonstrates that everyone has a breaking point.

Our approach in defence of our members - strong, pragmatic, unafraid to challenge and reach agreements - is why once again we have grown in record numbers. Nearly 15% in 2022 alone and our civil service membership has grown by almost 50% in the last four years. We have a lot to be proud of as we face the challenges of 2023, but we do so with confidence as the fastest growing union in the country and stronger than we have ever been in our history.

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President's Report Tony Wallace



Six, or seven years ago, I stood up at the Annual Delegate Conference as Chair of our Organising Sub Committee to encourage delegates to recruit 1000 new members that year. By a huge effort we managed to hit that target, just. It is fair to say that recruitment was a challenge. Now, jump forward to today. I will address ADC as President and the FDA is growing at a pace beyond anything we have seen in our one hundred year history. Membership has topped 16,000 in the civil service and when we factor in Managers in Partnership our numbers are upward of 22,000. In the year to December 2022 we increased membership by 15% making us the fastest growing union in the UK.

Why is that? Undoubtedly members have been driven to us by the actions of ministers, their criticisms of the civil service and the people who work within it - but this is an oversimplification. The bigger picture is that we are a trusted and effective organisation capable of defending both the institution of the civil service and the individuals of which it is comprised.

This is a difficult balance. It requires a degree of objectivity and also the strength to be a fervent champion for our members' rights when they need it most. No one else so effectively occupies this space and it is a position to be cherished.

The media presence we have built through our General Secretary, our Assistant General Secretaries and National Officers is evidence of the impact we have made. Whether it is commenting on bullying in the House, the lack of resources available to departments, the lamentable state of public sector pay or the

unacceptable behaviour of ministers, the FDA is at the heart of the conversation.

Across the civil service the FDA is a pragmatic and effective voice in all aspects of our working lives. Whether that is ensuring our members have a champion to challenge discrimination in the workplace, that your safety is protected in your day-to-day roles, that you have the resources to deliver services to the public, or a strong and rational negotiator in a discussion on pay, the FDA is there for you.

Career development has continued to be at the heart of the FDA's offer. With the continuing series of seminars to help you get the most from your working lives and our hugely popular Women into Leadership, Ethnic Minorities into Leadership and Unlocking the SCS sessions, we are delivering real value for members wishing to progress their careers in the civil service.

But above all of that, and clichéd though it may sound, the old adage still stands true. A union is only as strong as its members. So thank you to you, all 22,000 of you. Here is to another successful year and, who knows, by this time next year I may be writing a report for 25,000 of you.

We are a trusted and effective organisation capable of defending both the institution of the civil service and the individuals of which it is comprised.

FDA at work

Pay UK civil service

2022 has been a difficult year for pay. Rapidly rising inflation has pushed the cost-of-living crisis to the forefront leading to pay disputes across the public sector, including the civil service. We saw our own Fast Stream section make history by voting to take industrial action for the first time over pay.

The pay structures and systems in the civil service are dysfunctional and broken. Never has this been more plainly obvious than in the last year. The FDA pushed employers to use the flexibilities in the Pay Remit guidance by submitting business cases to the Treasury for additional funds for pay. Disappointingly, too few employers took this option.

In 2022/23 the civil service pay remit offered a paltry 2-3% for civil servants. The civil service remit guidance was published far in advance of the rest of the public sector. This was to the detriment of civil servants as other public sector workers got higher pay awards as inflation rapidly rose. In August Dave Penman and the General Secretary of Prospect, Mike Clancy, wrote to the Chief Operating Officer of the Cabinet Office, Alex Chisholm, to call for pay negotiations in the civil service to be reopened to address the cost-of-living crisis with a higher pay award for civil servants.

As we entered 2023 the FDA had several meetings with the Minister for the Cabinet Office, Jeremy Quin. We repeatedly made clear that pay in the civil service needs urgent reform and must be comparable to the rest of the public sector. The civil service cannot continue to fall further behind other public servants. We commissioned Income Data Research to provide us with an independent analysis of the Treasury's evidence to the Pay Review Bodies which we submitted to the minister. IDR's report debunked the myth that public sector pay awards are inflationary.

Throughout our engagement with the minister we argued the cost-of-living crisis is exacerbating the chronic and longstanding issues with civil service pay caused by long term pay restraint and the freeze on pay progression.



FDA members and staff attend TUC 'We demand better' rally in London



In April 2023 the Cabinet Office abruptly ended the engagement with the civil service unions and published the pay remit guidance with the worst deal of the whole public sector. The FDA will now be commencing a national ballot for industrial action on pay for the first time for over forty years. It cannot be right that the Government continues to value the civil service less than every other public sector worker and it cannot be right that the chronic problems with civil service pay are ignored causing significant recruitment and retention issues across the service.

The FDA will always push for fair pay in the civil service. This is not just a fair yearly uplift, but rather a permanent fix to our pay structures that will allow talent, skills and experience to be rewarded. The FDA is clear that what we need is a new deal for the civil service.

Devolved Nations

Scotland

The 2022/23 negotiations took place against a backdrop of rising inflation and falling living standards. The Scottish Public Sector Pay Policy, announced in December 2021, set an expectation that pay awards for public sector workers earning between £25,000 and £40,000 would be limited to £700 and awards for those earning above £40,000 would be limited to just £500. Such pay awards would have represented the lowest rises for many FDA members since the pay freeze of 2011/12 and would have been unacceptable to FDA at any time, far less at a time when inflation has been rising so steeply.

As the year progressed, negotiations with employers became intertwined with political lobbying, as FDA insisted Scottish Ministers recognise that pay awards which were

restrained by the original pay policy would be universally rejected, and further movement and/or additional money was required to meet our demands.

The final offer received from most employers, and accepted by FDA members, was in the region of 5%, representing significant progress from the initial position.

Northern Ireland

In the absence of ministers and an Executive, the Secretary of State for Northern Ireland brought forward a Budget for Northern Ireland and passed legislation to allow departments to take limited decisions, including on pay. However, departments had to make a number of difficult decisions to live within their budget, meaning there was no additional funding available for this without impacting on the services provided to the public. The end result was a consolidated pay rise for all eligible NICS staff of just £552 (and progression where applicable).

FDA members rejected the offer and at the Section AGM passed a motion which instructed the FDA NI Executive Committee to engage with members on potential features for improving future pay awards. Recognising the ongoing political impasse at Stormont and assuming the continuation of a challenging economic outlook, the committee undertook to initiate further talks with NICS, exploring options for improvement of the award and to agree a multi-year strategy for securing better pay and conditions for FDA members in Northern Ireland.

Welsh Government

Although the FDA and Prospect submitted a joint pay claim in February 2022, delays to ministerial sign-off of the pay remit for Welsh Government meant that negotiations did not commence until early September.



Negotiations concluded with a final offer from Welsh Government of a one-year deal of:

- a 4% increase to all pay points at all grades from Team Support to Grade 7 inclusive,
- a 4% consolidated award for Grade 6 points 1 and 2, and
- a combined award for Grade 6 points 3 and 4 - a 2% consolidated increase and a 2% non-consolidated payment in a lump sum paid at the same time as the pay award and arrears.

Welsh Government justified the split award at the top of the Grade 6 pay scale as being necessary to address an overlap between Grade 6 and Deputy Director (SCS 1) salaries.

The FDA met with Welsh Government's Permanent Secretary to raise concerns about the split award. We also met with the Finance Minister to lobby for an improved offer to match that made to other parts of the Welsh public sector.

Other devolved bodies implemented pay awards using the headline figure of 4% but without the split award at the top of Grade 6.

Pensions

The FDA has continued to engage with all the different elements of the public service pensions landscape, including the McCloud Judgement remedy programme, consultations, and scheme valuation outcomes.

The closing of 'civil service pension legacy schemes' took place on 31 March 2022 and all remaining active members were transferred to the Alpha scheme on 1 April 2022. Therefore, from 1 April 2022, every member of the Civil

Service Pension Scheme is now in the Alpha scheme. This regulatory change made no difference to those already in Alpha.

In May, the FDA was consulted on and responded to proposed changes to the boundaries for pensionable earnings levels for member contribution rates for 2023/24. The new member contribution table is now in place. The FDA, along with other public sector unions, has continued to challenge the inclusion of the McCloud remedy as a member cost.

The 2020 valuations have still not concluded but the FDA has been working within both the Scheme Advisory Board and Technical Advisory Group to ensure our members interests and issues are considered.

The Public Service Pensions and Judicial Offices Act sets the framework to enable the next stage of the remedy process to be covered by further regulation amendments (known as the retrospective remedy), which are to be in place by October 2023. If you retire before this date you will be given a choice after 2023.

The FDA has continued to engage with the Cabinet Office on the remedy programme with regular meetings on the key areas that are set out in the recently issued consultation 'Civil Service Pensions 2015 Remedy (McCloud)'.

Our Executive Committee receives regular reports, with the Pensions Sub-Committee dealing with the detail and strategic approach to the different elements of the pensions landscape, and members have received regular updates on the Civil Service Pensions Remedy programme.

We updated our annual and lifetime allowance guide and held webinars to support this publication. We continue to respond to a high level of pensions casework and advice requests.

Following the Walker case, we are pushing the pension scheme manager to resolve the government's commitment to ensure same sex partners and civil partners have parity of benefit with widows across all civil service pension schemes.

The FDA continued to campaign for improvements to the current tax relief system, which has impacted a growing number of members. The Chancellor's announcement on significant changes to Lifetime Allowance and Annual Allowance in the spring budget was also welcomed by us. The FDA is a member of the Civil Service Pensions Board, as one of the three union-nominated employee members. We are also represented on the Civil Service Scheme and Advisory Board and the Joint Superannuation Committee.

Senior Civil Service (SCS)

In July the government took an unprecedented step of rejecting the recommendation of the independent Senior Salaries Review Body (SSRB), the pay review body for the SCS. The government allowed only a 2% pay uplift across the board for senior civil servants, a derisory rise during the cost-of-living crisis that further devalues SCS pay.

We have continued to press the Cabinet Office on their plans to introduce capability-based pay for the SCS. This could be a significant step forward reintroducing pay progression for senior civil servants to, thus addressing some of the chronic and long-standing issues with SCS pay such as overlaps, leapfrogging, equal pay issues etc. We will continue to push the Cabinet Office on this issue as a matter of urgency.

In December we carried out our annual survey of SCS members to collect evidence to submit to the SSRB. We had 650 responses from across



Launch of 'Is hybrid working? An FDA report' at FDA head office in London

the civil service, providing us with valuable data about the working lives of our senior civil servants.

In January 2023 we submitted our evidence to the SSRB calling for:

- a consolidated award that meets the cost-of-living crisis, addresses the below inflationary increase in the last year, and is comparable to the rest of the public sector;
- for the government to accept the recommendations of the SSRB (following the Government's rejection of the recommendation in 2022);
- a service wide approach to recording and compensating SCS for additional hours worked;
- for the Cabinet Office to urgently implement capability-based pay to re-introduce pay progression and address the chronic and long-term issues with the SCS pay structure.

Dave Penman, General Secretary and Amy Leversidge, Assistant General Secretary, gave oral evidence to the SSRB on 6th April 2023.

The FDA remained very vocal on other workplace matters that are of importance to senior civil servants. We partnered with the Institute for Government in the Autumn to hold fringe events on ministerial standards at both the Conservative Party and Labour Party conferences. We have used every opportunity to push for an independent process for ministerial misconduct and pressed the Prime Minister to implement the recommendations from the Committee on Standards in Public Life. Data from our SCS survey highlighting the widespread poor behaviours amongst ministers lead us to the Health and Safety Executive (HSE) to ask them to carry out an investigation under the Health and Safety at Work Act 1974.

We have also defended the civil service and individual civil servants following attacks on impartiality and the politically motivated sacking of Tom Scholar.

We have increased our engagement with senior civil servant members by starting a monthly SCS newsletter and holding meetings for SCS members from across different employers to discuss issues and share information important to them.

Equality, diversity and inclusion

Our Equality, Diversity and Inclusion Committee (EDIC) has continued to ensure the delivery of the union's strategy for the 2020-22 period and is now in the process of developing its future strategy. Our focus has remained on an increasingly intersectional approach, ensuring we're providing more opportunities for members to get involved and shape the work we do.

A key area of the strategy related to us as a growing union, full of passionate activists, who



FDA member Sal Naseem chairs the union's Ethnic Minorities into Leadership conference

are representative of our membership and the broader civil service. The union concluded its pilot development programme for women and ethnic minorities representatives at the end of 2022. The Executive Committee reviewed the outcomes of our member development programmes and has taken the decision to continue and expand the programme and will be launching a new offer in the Autumn 2023.

The Wendy Jones Award 2022, presented to the FDA member(s) who has 'done the most to forward the Equality and Diversity agenda during the previous calendar year', was awarded to Grace Oduja in recognition of her work developing and championing learning opportunities for HEO, SEOs and civil servants from ethnic minorities, plus creating networks helping to support them in progressing their careers. This helped the union to establish FDA Learn as a particularly attractive part of the offer for staff with protected characteristics.

More recently the EDIC has been working to consider and launch our member consultation to produce and implement a trans inclusion policy following a motion passed at ADC last year.

The FDA has continued to see growth in our Women into Leadership and Ethnic Minority into Leadership conferences. Our past Presidents, Vicky Johnson and Fiona Eadie, alongside our current Vice President Margaret Haig have ensured FDA have chaired the day long events alongside FDA workshop sessions built into the programme on management skills and handling difficult conversations. We produced a series of short videos to promote the work of FDA in Ethnic Minority into Leadership conferences with conference chair and FDA member, Sal Naseem.



Deri Bevan, FDA Head of Organising and Learning, meets civil servants at HMRC in Cardiff.

Organising

2022 has been yet another excellent year for the FDA and our union has continued to grow and become ever more visible - standing up for public servants and defending the impartiality of the civil service. Our civil service membership reached 15,986 at the end of 2022, a record breaking growth of just under 15%. Keystone, our section for HEOs and SEOs, grew by an unbelievable 50% in 2022 - eclipsing the previous year's 24.5% growth. This means Keystone now has over 1,500 members.

We continue to be the UK's fastest growing union which is a huge testament to the tireless organising work of our activists and staff. We are all very grateful to everyone involved.

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With highly visible campaigning comes new members. It feels like not a week went by without the FDA standing up for civil servants following an attack from a political commentator, minister, or even a Prime Minister. We were outspoken on issues such as pay and the cost of living crisis, defending civil servants against bullying and harassment in the workplace and our persistent call for the introduction of an independent process for civil servants to make a complaint against ministers. All our branches ramped up their member engagement using town hall meetings, surveys and regular newsletters which have increased lay member activity and recruited huge numbers of new members.

FDA Learn has again extended its reach, with nearly 10,000 learning opportunities offered. We know that we have helped our members to progress their careers this year and encouraged many new members to join the union as a result. We will continue to grow our offer for 2023 and engage branches, sections and activists in co-designing FDA Learn for the future.

As a necessity, our rep recruitment increased in line with our membership growth. In 2022 we recruited and trained 48 new reps. We



also completed a very successful member development programme to encourage new activists from diverse backgrounds. We have many new opportunities in the pipeline for 2023 that will develop new rep pathways, advanced rep training and bite-sized training. We are now seeing record levels of interest in becoming a FDA rep.

We appointed a new Head of Organising and Learning at the end of 2022. This exciting new role within the FDA will take forward the development of a new organising strategy in order to build on the great work we have done this year and crucially sustain our rapid growth into 2023/24 and beyond. In 2023 we will ensure that we keep growing our membership base and our bargaining reach so we can keep breaking new ground for our union. It's an exciting time to be part of the FDA.

FDA Learn



2022 was another great year for FDA Learn. As promised in last year's report, we ran average of more than two webinars per week, and established a programme of longer, fully-interactive events hosted on Teams or Zoom, running alongside our webinars programme. During 2022, we estimate that we again increased our coverage with almost 5,000 learners taking at least one of the 10,000 places at courses and events that we have offered. Crucially, we know that we have helped a significant number of our members to progress their careers this year, and also encouraged many new members to join the FDA as a result of our offer.

We are always keen to contribute to the wider policy drivers of the union. An exciting development has been the work with Fast

Stream members supporting students from diverse backgrounds apply to the Fast Stream and other programmes. We engaged effectively with well over 1,000 students to encourage applications in a short period of time, following the pausing and unpausing of the Fast Stream programme. This was supported by 76 Fast stream members trained by FDA Learn as mentors.

Our wider work on encouraging diversity through access to learning has continued. Our work around Success Profiles has enabled civil servants from diverse backgrounds in more junior grades to secure promotion and join our union.

Much of our work is supported by the Welsh and Scottish learning funds and we were successful in increasing financial support from external sources again this year.

This year also saw the appointment of a new Head of Organising and Learning role within the union and we will seek to engage even more closely with our activists and members in the coming year. We will continue to focus on the needs of civil servants, supporting them with their personal development and career progression. We are developing a clear organising and learning strategy for building the union. This will lead to new courses and initiatives for activists, members and reps, as well as the broader FDA Learn offer over the next twelve months.

We have helped a significant number of our members to progress their careers this year, and also encouraged many new members to join the FDA as a result of our offer.

FDA sections

Association For Development and Diplomacy (ADD)



The Association's rapid growth continued in 2022, with membership

numbers up by a further 15%. This welcome expansion unfortunately also reflected the increasing level of unhappiness among colleagues within FCDO and FCDO Services. Planned FCDO workforce cuts of 10% were abandoned, but progress on alignment of terms and conditions of former FCO and former DFID colleagues was glacial. The administration abandoned its earlier undertaking to "level up", insisting that alignment would have to be cost-neutral (at best). The morale-sapping pay settlement meant that real salaries have fallen 10% in just two years. Hundreds of colleagues - including most inward loanees in London - received no consolidated increase at all. With

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the administration intending to adopt a similar approach in 2023, we may soon need to advise FDA members elsewhere in Whitehall to think very carefully about the financial consequences of accepting a loan position in FCDO and FCDOS. The results of all this was seen in the worst-ever annual Civil Service People Survey results, and in the interest generated by our indicative ballot on industrial action.

Casework on behalf of members continued apace. This was partly driven by the decision that FCDO must place staff through intensive and invasive Developed Vetting (DV) security clearance, so called "DV by default", which caused considerable concern particularly among former DFID colleagues, and which has had serious employment consequences for some. ADD members who raised their issues with us about the new HR/finance IT system, HERA, had their case quickly escalated to senior management for resolution. We continued to resolve issues with restructuring both in FCDO and FCDOS. We have worked with the FCDO Administration on streamlining the Overseas Posting Boards which as a result of the Cost of Living Crisis are receiving record levels of applications. We also devoted considerable resources trying to ensure that new, aligned policies on everything including conduct, health and safety, flexible/remote working, leave and drugs and medical journeys were fit for purpose and caused no detriment to FCDO or FCDOS colleagues.

Fast Stream

Last year was historic for the FDA's Fast Stream section. In 2022 our members took the unprecedented step of launching an industrial action ballot over pay. Alongside the rising inflation, inadequate pay awards and strained relations with ministers experienced by all civil servants, there were a number of unique challenges that led Fast Streamers to this point.

Not long after last year's ADC, reports began to filter through that the then government planned to pause the Fast Stream programme indefinitely. Again civil servants learned about potential changes to their jobs from the media, before being informed by their employer. This only compounded the anxiety our members were already feeling in response to the government's plans to cuts 1 in 5 jobs across the entire service. Current Fast Streamers, and particularly those had been accepted onto the scheme to start in September 2022, were left concerned and uncertain of their future.

The failure to put a meaningful pay award on the table during a cost-of-living crisis was not the only pay issue the section sought to address. The Fast Stream offers significantly lower starting salaries than comparable graduate and development schemes - high inflation and a low pay offer has only seen this gap widen. Fast Streamers also find themselves doing similar work to higher civil service grades but without the same remuneration. The pay survey we conducted prior to the launch of the strike ballot included heart-breaking stories of members taking up second jobs, relying on food banks and family for help and fearing placement in London as their salaries would not cover living costs.

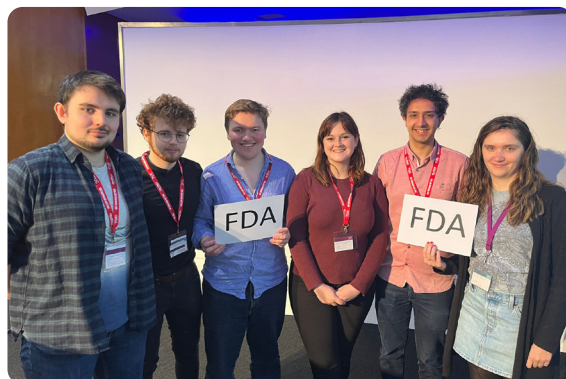
The level of dissatisfaction with Fast Stream pay led to a mass mobilisation of members who organised a two separate indicative ballot and a

very successful statutory ballot which achieved a 60% turnout over the festive period - 88% of whom voted to strike. This has led to FSET and the Cabinet Office seriously engaging with the FDA on pay and finally recognising that something needs to be done.

The ballot also led to astonishing recruitment and development of the section, with 29% growth in Q4 of 2022 alone. We have held regular "meet the union" town hall events (often attended by more than 100 people) and in-person socials. Our committee is now packed with an array enthusiastic and diverse officers. Nearly all of the roles are co-held.

The past 12 months have been truly transformative for the Fast Stream section. Over the next 12 months we hope to secure a meaningful pay increase for our members - a task made easier by our strength in numbers and the generous engagement of our members.

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Fast Stream Committee members attend TUC Young Workers Forum

Association of Revenue and Customs (ARC)



As we approach the end of the three year pay award for delegated grades, we move on to the challenges with the governments approach to pay in the civil service and the cost of living crisis. The pay ranges at Grade 6 and 7 continue to be the longest in the department and progression through those ranges will continue to be an issue. SCS members in ARC continue to experience the issues highlighted in the evidence FDA have submitted to the Senior Salaries Review Body.

Hybrid working is still a work in progress for members in HMRC. Our members have experienced different expectations on office attendance set by different business areas and then different levels of flexibilities being available to match personal circumstances with the needs of the business. The three year pay award brought a commitment to allow members to work from home for 2 days or more and also now members have a contractual right to flexitime so hybrid working needs to reflect those commitments in order for members to maintain a positive work/life balance.

Various business areas are looking to make organisational or structural changes. We have started developing a business change framework with the department to ensure that, where change is needed, ARC are consulted at the right point and people impacts are at the heart of those discussions.

We have invested resources in training up new caseworkers to support members. The additional resource will mean we can continue to be there when members need support.



ARC President, Loz Hutton, addresses the 2022 ARC AGM

Culture Section

In 2022 we continued our work to address the ongoing impact of COVID on the culture and heritage sector - in particular on pay rates. As a result of union campaigning, some institutions pushed to achieve the highest available pay rise under the museum freedoms granted by the Treasury. Among these institutions were Tate, British Museum, British Library and Science Museum group.

The culture and heritage sector have a history of infamously low rates of remuneration. The impact of this pay environment was only compounded by the cost-of-living crisis. We will be continuing and stepping up our campaigning around pay in the year ahead.

Cultural institutions are slowly recovering from the challenges of the pandemic, but visitor numbers remain lower than before. For most museums and galleries, commercial revenues continue to be lower than they were pre-Covid. We will be continuing to put pressure on government to do whatever necessary to ensure that the heritage sector is in a position not just to survive, but to thrive.

Crown Prosecution Service (CPS)

As with so many Government departments this has been a difficult year for our members and section. Not only have we seen an increase in our workloads (despite investment in people), but our members are working excessive hours and all with the backdrop of stagnant pay in a high inflation period.

Many in our section feel that workloads have become unbearable - our members record working long hours with no hope of ever being able to claim them back. This in part has been caused by the changing nature of our work. With an old digital case system, the explosion of social media evidence and recorded visual evidence, prosecuting cases has always been hard but never more so with so much required to deliver justice for the public.

We are currently at the time of writing facing the worst cost-of-living crisis for a generation. Inflation is high, the economy has slowed and the pay awarded to members this year falls very short of what we would have liked to have seen. In recent months there has been a significant fee increase to the self-employed barristers who represent defendants and a large fee increase to those self-employed barristers whom are instructed to prosecute cases on our behalf. All of which puts the pay award for our members into an unfortunate stark comparison.

We know the department has received increased funding, mainly to recruit additional staff. However, the lack of competitive pay and pay progression at the CPS has meant they have struggled to attract good, experienced staff. Of course, the best form of recruitment is existing employees extolling the virtues of the service - but at the moment fewer members are feeling inclined to encourage others to join than in other years.

There have been successes this year too. Our hybrid working principles have been a major success that demonstrates what can be achieved when employers and trade unions work together. FDA officers and the department's management deserve praise for delivering policy - a leader of its type across the civil service, which delivers real benefits to the service. In practice, this represents a chance for members to get some work-life balance, reduce their carbon-footprint and enables the department to be able to continue to deliver front line services. The dead time wasted on the regular commute has gone as members now only attend places where they need to be in person.



Director of Public Prosecutions, Max Hill KC, speaks at the FDA's 2023 CPS AGM

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Ofsted

In another busy year for the committee, pay and conditions (linked to the rising cost of living), workload and bullying dominated members' concerns.

As a result, we have seen a record membership, peaking at 400 in January 2023. This coincided with the departure of our national officer, Duncan Woodhead, whose unstinting work contributed to achieving this milestone.

During 2022 there was an 11.62% increase in members and the Ofsted section was shortlisted for an FDA award for its achievement in recruiting new members.

In January 2022 FDA surveyed its members in administrative, professional and technical (APT) roles on Ofsted's requirement that office-based staff should be in the office for an average of three days a week. There was a 90% response in favour of taking further action, but the vote failed by one to meet the 50% threshold.

Following links established between the Ofsted section and inspectorate unions in other European countries, the section signed a European charter of rights for inspectors in Portugal, along with representatives from France, Portugal Slovakia and Spain.

The section is seeking to forge closer links with Europe by proposing to affiliate with a Federation of European Inspection Unions to be established later this year.

The Ofsted pay award, finally concluded in November 2022, was a bitter disappointment to members on top of many years of pay freezes and small pay rises failing to keep pace with inflation.

In a survey, members voted overwhelmingly to reject the award. Despite this, those talking part fell well short of the 50% threshold that would be needed for a ballot, the committee was reluctantly left with no alternative on any further action over this year's award. However, after many years of trying to secure a pay business case, Ofsted finally agreed to enter into discussions with FDA and the other recognised unions. These commenced in January 2023.

The section also secured a workload survey commissioned by Ofsted to establish a true picture of hours worked and reasons why retention was such a concern.

The average His Majesty's Inspector now stays with Ofsted barely three years before moving on to positions where pay is higher and work-life balance is more manageable.

Concessions on hotel allowances were secured by the section as subsistence rates have barely changed in 15 years.

A challenge going forward is securing a full committee to support members. The increasingly rapid turnover of employees has made it harder to in fill vacancies.

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Managers in Partnership (MiP)

In 2022 Managers in Partnership membership grew by 17% and now stands at just under 7,000 - an all time high. MiP now has 124 accredited reps, an increase of 40 over the last year. MiP's head office also added new staff, with the appointment of an Organiser and Communications Officer.

In May, MiP's national committee met in Birmingham to agree its strategy until 2024. The online members' summit in November had daily sessions on pay and pensions, well-being, equalities, organisational change in NHS England and communicating the value of NHS managers.

Our women's network produced guidance on the menopause and overcoming imposter syndrome. As mental health reasons are consistently the most reported cause of staff absence in the NHS across all staffing groups, it's vital that staff wellbeing is being supported. Responding to this, in November we published a new guide for members, managers, and representatives on well-being in the workplace to provide signposts to frameworks, resources,



CEO of MiP, Jon Restell, addresses reps conference

and sources of information and advice both within and beyond the NHS.

MiP also submitted evidence to the Senior Salaries Review Body (on behalf of NHS directors) and to the Hewitt review of Integrated Care Systems. It represented managers in partnership forums across the UK.

Later in 2023, we will launch a campaign communicating the value of NHS managers. We are delivering an eight-module development programme for reps (covering organising, casework, equalities and campaigning), holding a residential event for reps and planning a major presence at NHS Confederation Expo in June.

Analysts' Network

The network continues to welcome new members and meets quarterly to share information and best practice.

A positive development in 2022 was a meeting of the network Convenor and National Officer with the National Statistician, Sir Ian Diamond to discuss issues raised by network members. This included

concerns around inconsistent treatment of Statistician Fast Streamers in comparison to those on other Fast Stream Programmes.

The meeting with Sir Ian was positive, welcoming FDA's input, agreeing to raise the concerns with Cabinet Office colleagues and offering similar meetings in the future.



Procurator Fiscal Society

Over the last year, the Procurators Fiscal Section has been working with the Crown Office and Procurator Fiscal Service on the next phase of implementing our historic 'pay parity' deal. In this crucial phase of work, the comparison between what those finishing their legal traineeships would have been paid as newly qualified solicitors before our deal and what they will now receive, is a rise of 56%. Those in our (equivalent) Grades 6 & 7 roles have also seen rises of between 19% and 27% in the starting salaries for their grades. The Section are rightly proud of their significant achievement in securing this deal for members.

Considerable time and effort by the Section has also been devoted to addressing the wellbeing concerns of members. We have engaged with COPFS to develop a more comprehensive welfare offering, particularly in relation to mental health support and training.

Workload and work pressures continue to

feature highly amongst the issues which members bring to the Section. We are particularly concerned about the number of excess hours that members have been working. We have encouraged them to record all hours worked and have secured 'flexi' data from COPFS to demonstrate this point. We now plan to work with the department on finding ways to address the issue so that all members can enjoy a better work life balance.

In recent months, members have become increasingly frustrated about the lack of transparency regarding moves across the department; the lack of opportunity to apply for posts to develop their careers; and the inconsistencies around interpretation and guidance regarding eligibility to apply and be considered for a move. This issue will now be a priority for the Section in the year ahead.

By continuing to demonstrate to members our relevance and professional approach, the section's membership has grown again this year and now sits at an all-time high.

Education Scotland

Over the past year, FDA members in Education Scotland have focused on the forthcoming reform of Scotland's education agencies, due to be concluded by the autumn of 2024. There will be a new education agency and the scrutiny function will be removed from Education Scotland to form a new, independent inspection agency. Our FDA Section Committee is active in a range of related committees and boards representing members' views and interests, meeting regularly with the Cabinet Secretary for Education and Skills to discuss issues.

In the last 12 months the FDA's membership at Education Scotland has continued to grow, and it is

consistently one of the fastest growing parts of the union across the UK. The FDA Section Committee has become increasingly visible with members through a range of consultation events run by the Committee, focusing on areas of common concern such as flexible working, the cost of living crisis and lone working. The Section Committee has also been grown to ensure that members continue to be well represented once the new education agencies are formed.

Good working relationships have been developed with senior managers, most of whom are FDA members, and there are regular scheduled meetings with them to discuss staff wellbeing and working practices.

Northern Ireland

2022 was a challenging year for civil servants in Northern Ireland, with the collapse of the NI Assembly in February, unprecedented budgetary constraints and rapid inflationary pressures. For many FDA members in NI, this has had the effect of increasing responsibility and workloads in an uncertain and complex operating environment.

In addition to supporting members individually and providing support and guidance, the FDA NI Section has worked to articulate the views of members and ensure the real-life impact of these challenging circumstances on morale and resilience is understood by NI Civil Service management side.

Civil servants in NI have also faced the frustration of recently receiving a derisory pay offer for 2022, which has subsequently been rejected by members. The FDA NI Section has engaged at length with management side to seek improvement to the offer, and continues to engage in negotiation to find an acceptable way forward.

FDA NI has continued to support Senior Officers of the NI Departments who have been placed in the invidious position of being empowered to take decisions on the exercise of departmental functions in the absence of a minister.

In addition to this, FDA NI has continued to improve the offer to members in Northern Ireland through the further development training and networking opportunities. The Section Committee designed a course of online learning with FDA Learn that was delivered online, over the course of 4 sessions, throughout the summer of 2022. Attendees received training on budget management, competency style interviews and communicating leadership capability at

interview. Following the success of these session, the Section plans to continue expanding these opportunities over the next year, with training on presentations and a seminar the leading Environmental Law Academic and Office of Environmental Protection Board Member, Richard Macrory KC to come soon.



FDA General Secretary Dave Penman speaks to the Northern Ireland section AGM in Belfast

In addition to supporting members, the FDA NI Section has worked ensure the real-life impact of these challenging circumstances is understood by NI Civil Service management side.

FDA Wales

 FDA Cymru|Wales provides a distinct voice for members in Wales, representing civil servants and senior professionals from HEO to SCS working for the devolved administration and Welsh Government sponsored bodies as well as those working in UK government departments.

In 2023, work continued embedding and enhancing the FDA Cymru|Wales brand, notably with a short promotional video. The video features fantastic contributions from members at Welsh Government and HMRC. A useful recruitment tool, the video has been shared with all reps in Wales (whether at Welsh Government and sponsored bodies or UK Civil Service departments).

There is also a new FDA Cymru|Wales landing page on the FDA website, featuring latest news and contact information.

Other highlights of 2023 included the Welsh First Minister, Mark Drakeford MS, speaking at the FDA's Executive Committee away day in Cardiff and speaking to Public Service Magazine in bilingual interview.

There was also significant media coverage for FDA Cymru|Wales. In July and December the FDA's National Officer for Wales spoke to BBC Wales respectively about the change to the complaints procedure in the Senedd and the moves towards permanent hybrid working in Welsh Government. On both occasions FDA Cymru|Wales received coverage throughout the day on BBC Wales radio, television news and online news bulletins.

Through its work of focussing and campaigning on specific Welsh issues, and supporting

members through our dedicated office in Cardiff, FDA Cymru|Wales continues to grow in size and influence in Wales.

Estyn

Estyn resumed face-to-face inspection activity in March 2022 and have piloted and rolled-out new inspection arrangements over the past 12 months. Members have adapted to frequent changes to their planned work over the year, as inspectors report instances of COVID-19 and other illnesses at a much higher rate than pre-pandemic. In addition, as an organisation we have experienced some pressure to work at pace to catch up on activity that was postponed due to school closures and social restrictions.

As the memory of the pandemic recedes, working practices that we previously took for granted continue to prove problematic. For example, budgets that were previously acceptable now no longer secure suitable hotel accommodation and car hire when working away from home for extended periods. In addition, our colleagues in Central Services have experienced some staffing turbulence following a restructuring exercise and the imposition of hybrid working procedures. We are working with management to mitigate the impact of these changes on our members' workload at the regular joint trade union meetings and at our accommodation users' group.

As part of our 2023 pay agreement, we have secured regular, protected wellbeing time that restores some balance to our members' working and personal lives. However, committee members note a decline in members' morale and job satisfaction, reflected in the annual People Survey and more recently, following a further annual pay agreement that is notably

behind the rates of inflation and pay rises in the wider education sector.

Work with our European inspector colleagues to create a European Federation of Education Inspectors Unions has helped the committee to contextualise the changes in our own organisation, and to learn from our colleagues both within and beyond the UK. As previously, we are grateful to our National Officer for his support in mitigating the impact of changes to our organisation and culture on members' wellbeing, and for keeping us abreast of national issues.

Adroddiad FDA Cymru|Wales

Mae FDA Cymru|Wales yn rhoi llais unigryw i aelodau yng Nghymru, gan gynrychioli gweision sifil ac uwch weithwyr proffesiynol - Swyddogion Gweithredol Uwch ac aelod yr Uwch Wasanaeth Sifil - sy'n gweithio i'r weinyddiaeth ddatganoledig a chyrrff a noddir gan Lywodraeth Cymru, yn ogystal â'r rheini sy'n gweithio yn adrannau llywodraeth y DU.

Yn 2023, bu'r gwaith o wreiddio a gwella brand FDA Cymru|Wales yn parhau, yn benodol gyda fideo hyrwyddo byr. Mae'r fideo'n cynnwys cyfraniadau gwyb gan aelodau yn Llywodraeth Cymru a CThEF. Mae'r fideo yn adnodd recriwtio defnyddiol, ac mae wedi cael

Through campaigning on specific Welsh issues, FDA Cymru|Wales continues to grow in size and influence in Wales.



FDA's Victoria Jones, Deri Bevan and Gareth Hills at a Wales TUC rally in Cardiff

ei rannu â phob cynrychiolydd yng Nghymru (boed yn Llywodraeth Cymru a chyrrff nodedig, neu adrannau Gwasanaeth Sifil y DU).

Mae gan FDA Cymru|Wales dudalen lanio newydd ar ei wefan, sy'n cynnwys y newyddion diweddaraf a'r gwybodaeth gyswilt.

Roedd rhai o'r uchafbwyntiau eraill yn ystod 2023 yn cynnwys Prif Weinidog Cymru, Mark Drakeford AS, yn siarad ar ddiwrnod 'cwrdd i ffwrdd' Pwyllgor Gwaith yr FDA yng Nghaerdydd, ac yn siarad â'r Public Service Magazine mewn cyfweiliad dwyieithog.

Cafodd FDA Cymru|Wales sylw sylweddol yn y cyfryngau hefyd. Ym mis Gorffennaf a mis Rhagfyr, bu Swyddog Cenedlaethol Cymru yr FDA yn siarad â BBC Cymru ynghylch y



newidiadau i'r weithdrefn gwyno yn y Senedd, ac am benderfyniad Llywodraeth Cymru i symud tuag at weithio hybrid yn barhaol. Ar y ddau achlysur, cafodd fforwm FDA Cymru|Wales ei ddarlledu drwy gydol y dydd ar radio BBC Cymru, newyddion y teledu, a bwletinau newyddion ar-lein.

Drwy ei waith yn canolbwyntio ac ymgyrchu ar faterion penodol yng Nghymru, ac yn cefnogi aelodau drwy ein swyddfa ymroddedig yng Nghaerdydd, mae FDA Cymru|Wales yn parhau i dyfu o ran ei faint a'i ddylanwad yng Nghymru.

Estyn

Ailddechreuodd Estyn weithgareddau arolygu wyneb yn wyneb ym mis Mawrth 2022, ac maent wedi treialu a chyflwyno trefniadau arolygu newydd dros y 12 mis diwethaf. Mae aelodau wedi addasu i'r newidiadau cyson i'w gwaith arfaethedig dros y flwyddyn ddiwethaf, wrth i arolygwyr nodi bod cyfradd yr achosion o COVID-19 a mathau eraill o salwch yn uwch o lawer na'r lefelau cyn y pandemig. Hefyd, fel sefydliad, rydym wedi teimlo rhywfaint o bwysau i weithio'n effeithlon er mwyn dal i fyny â gweithgarwch a ohiriwyd oherwydd cyfyngiadau cymdeithasol a'r penderfyniad i gau ysgolion.

Wrth i'r pandemig ddechrau mynd yn angof, mae arferion gwaith yr oeddem wedi'u cymryd yn ganiataol yn y gorffennol yn parhau i beri problemau. Er enghraifft, nid yw'r cyllidebau a oedd yn arfer bod yn dderbyniol bellach yn ddigon i dalu am lety addas ac am logi car ar gyfer y rhai sy'n gweithio oddi cartref am gyfnodau estynedig. Ar ben hynny, mae ein cydweithwyr yn y Gwasanaethau Canolog wedi profi rhai problemau staffio yn dilyn yr ymarfer

ailstrwythuro a goblygiadau gweithdrefnau gweithio hybrid. Yn ystod cyfarfodydd cyd-undebau llafur rheolaidd, ac yn ein gr p defnyddwyr llety, rydym yn gweithio gyda'r rheolwyr i liniaru effaith y newidiadau hyn ar lwyth gwaith ein haelodau.

Fel rhan o'n cytundeb cyflog ar gyfer 2023, rydym wedi sicrhau amser llesiant rheolaidd gwarchoddedig, sy'n adfer rhywfaint o gydbwysedd rhwng bywyd personol a gwaith ein haelodau. Fodd bynnag, mae aelodau'r pwyllgor yn nodi gostyngiad ym morâl yr aelodau a'u boddhad mewn swyddi, a adlewyrchir yn yr Arolwg Pobl blynyddol ac yn fwy diweddar, yn dilyn cytundeb cyflog blynyddol arall sy'n amlwg y tu ôl i gyfraddau chwyddiant a chodiadau cyflog yn y sector addysg ehangach.

Mae gweithio gyda'n cyd-arolygwyr Ewropeaidd i greu Ffederasiwn Ewropeaidd o Undebau Arolygwyr Addysg wedi helpu'r pwyllgor i roi'r newidiadau yn ein sefydliad ein hunain mewn cyd-destun, ac i ddysgu oddi wrth ein cydweithwyr yn y DU a'r tu hwnt. Fel o'r blaen, rydym yn ddiolchgar i'n Swyddog Cenedlaethol am ei gefnogaeth i liniaru'r effaith y mae newidiadau i'n sefydliad a'n diwylliant yn ei chael ar les aelodau, ac am roi'r wybodaeth ddiweddaraf i ni am faterion cenedlaethol.

Drwy ei waith yn canolbwyntio ac ymgyrchu ar faterion penodol yng Nghymru, mae FDA Cymru|Wales yn parhau i dyfu o ran ei faint a'i ddylanwad yng Nghymru.



**Centenary House
93-95 Borough High Street
London
SE1 1NL**

**www.fda.org.uk
@FDA_union
@FDAGenSec
facebook.com/fdaunion**