Research on Staff Retention as well as Experience with Catch22

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Declaration

I declare that the following piece of work is my own and that any information from other authors has been referenced properly.

Jonathan Michael Locke
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J.M.Locke

Abstract

Community Rehabilitation Companies (CRCs) since their introduction in 2014 have seen re-offending rates increased by 20% (Carr, 2020, Committee of Public Accounts, 2018). Catch22 are a CRC who work within many prisons and organisations across the U.K and are experiencing issues with understaffing and high staff turnovers (Catch22, n.d.-a). As such, this quantitative research explores the motivations, experiences and expectations of Catch22 staff to gain an insight into their high staff turnovers, through a web-based questionnaire. The survey was active for 2 weeks receiving 77 complete responses, the data was then analysed via descriptive statistics and non-parametric inferential statistical tests. The main findings revealed that low salary and lack of development were the greatest source of dissatisfaction and poor motivation, whilst the nature of work at Catch22 was the greatest source of satisfaction and motivation. The findings expand upon previous literature on the reformational effects on CRCs and their staff retention. Overall, the study successfully addressed the research question, providing insight into the organisation's staff turnovers, hopefully inspiring change.

Introduction

"Probation services are designed to protect the public by supervising offenders in the community, overseeing their rehabilitation and ensuring that offenders understand the impact of their crimes" (CoPA, 2018, p. 4). According to the Inspectorate of Probation (IoP) (2019), probation services in England and Wales should use a well-developed mix of services. These should be delivered to address the needs of a whole service user, incorporating supportive interventions where required (IoP, 2019).

Following 2014, the Ministry of Justice's (MoJ) reform 'Transforming Rehabilitation' (TR) fundamentally restructured the delivery of probation in England and Wales (Tidmarsh, 2020). The contemporary probation service is split into two organisations: the publicly owned National Probation Service (NPS) works only with offenders of who pose a high risk of harm, while 21 privately led CRCs supervise low-to-medium risk offenders (Burke and Collett, 2016). HM IoP (2019) reveals that CRCs generally underperform in providing timely and appropriate service to meet their user's needs. The pressures imposed upon staff as a result of TR are frequently cited as a factor of CRCs underperformance (Tidmarsh, 2020).

Catch22 is a non-governmental, not for profit business that works with a number of CRCs across the country (Catch22, n.d.-a). Catch22 believe their underperformance can be attributed to poor staff retention, possibly due to low pay, lack of development, inadequate training, or heavy workloads. They have therefore, asked UWE Bristol to provide evidence-based academic knowledge in order to explore this. As such, this literature review will analyse the changing nature of the probation service, from its past to present. This shall contextualise the effect TR has had on the delivery of probation and its staff, to support the research question.

Literature Review

'Advise, Assist and Befriend': The origins of the probation service

The probation service has progressed through many stages in its history, but the importance practitioners place upon relationships in the pursuit of offender reform unites generations of staff (Tidmarsh, 2020). Originating in the 1870s, with heavy religious influence over practice, this service pursued a rehabilitative mission with a humanitarian ethos, inscribing the words 'advise, assist and befriend' in The Probation of Offenders Act 1907 (TPOA) (Canton and Dominey, 2017, Vanstone, 2007).

Gradually, religious influences over practice were supplanted by a casework model which drew from social work knowledge (Tidmarsh, 2020). This was accompanied by a drive to adopt a more scientific approach to offender rehabilitation (Canton and Dominey, 2017). By the 1930s, the home Office funded training in which all probation officers embarked on social science courses whilst they gained practical experience (Vanstone, 2007). According to Jarvis (1972), the service held a reputation for being a career in which people were trained to enter rather than called to follow. By 1971, an accredited social work qualification was required of all probation officers (Tidmarsh, 2020). In this sense, probation practitioners had become autonomous professionals supported by the state to pursue offender rehabilitation through scientific social enquiry.

Post-war development of the probation services resulted in a growth in full-time, qualified probation officers in England and Wales to accommodate post-war increases in crime, as caseloads grew from 55,000 to approximately 157,000 (Tidmarsh, 2020). However, a lack of confidence in the service's ability to rehabilitate the post-war increase in offenders (Garland, 2001) meant the service began to move away from an autonomous practice from the late 1970s onwards, becoming dominated by managerial emphasis on efficiency and accountability (Burke and Collett, 2016). The politicisation of these concerns, alongside the

reorganisation of the state along neoliberal lines, resulted in a period of marked transformation for the probation service (Burke, Collett, Stafford and Murray, 2018). In the aim of reinventing the probation service to operate in market or business-like ways, neoliberalist policies of austerity and privatisation became firmly embedded within probation following the 1970s (Walker, Annison and Beckett, 2019). As such, while individual probation officers could uphold the services traditional focus on cultivating offender-practitioner relationships, the service itself was becoming increasingly bureaucratic (Tidmarsh, 2020).

This transformation of the probation service was accompanied by the rise of penal populism, a 'tough on crime' incentive which influenced the preference for punishment and monopolised the criminal justice system (Jennings, Farrall, Gray and Hay, 2016, Davies and Beech, 2018). In this climate of greater punitivism and neoliberalism, caseloads rose, and probation practitioners were compelled to reassess their traditional working practices (Burke et al., 2018, Tidmarsh, 2020). Managerialism gradually devalued the knowledge and autonomy which probation was predicated (Burke and Collett, 2016). For example, the imposition of National Standards in 1992 sought control of the delivery of service provision through prescriptive guidelines for practice (Tidmarsh, 2020), ultimately repurposing offender management to the logic of risk assessments and challenging the cultivation of offender-practitioner relationships (Burke et al., 2018). Most notably, social work training requirements were abolished in 1996, severing the links between practice and the subjectivities of social scientific knowledge (Canton and Dominey, 2017).

Tidmarsh (2020, p. 103) argues these changes resemble 'Taylorisation'. Taylorism, according to Braverman (1974), refers to a process in which knowledge of a particular labour process is collated by managers and repurposed as formulaic rules. This is in the goal of sinking workers to a low level of labour power and making them adaptable to a large range of

simple tasks (Braverman, 1974). In relation to the probation service, core tasks have been

fragmented so that they can be performed by cheaper, lower skilled labour (Burke and

Collett, 2016). As such, there has been a growth of unqualified probation service officers

relative to qualified probation officers since the 1970s, accounting for approximately 50% of

staff by 2012 (Mair, 2016). In addition, with rising caseloads. probation service officer's

jurisdiction has gradually expanded to encompass tasks originally performed by probation

officers (Tidmarsh, 2020). Once a humanitarian organisation with an ethos of 'advice, assist

and befriend', the probation service was in the process of cultural transformation into a

target-driven organisation primarily concerned with risk, public protection and evidence-

based practice (Walker et al., 2019).

Transforming Rehabilitation and Community Rehabilitation Companies

Following this array of changes, the consistent neoliberal policies paved the way for

Transforming Rehabilitation. Under the Conservative-Liberal Democrat Coalition

government the effectiveness of the probation services was challenged following a sustained

rise in the prison population (Burke and Collett, 2016). TR was introduced as a cost-neutral

way to reduce reoffending and the costs of justice, by refocusing the service through the lens

of a market (Tidmarsh, 2020). The MoJ (2013, p.11) state that, 'by competing for the

majority of services and achieving a more efficient public sector service, we can extend

rehabilitation.' As Walker et al. (2019) explain, the neoliberal ideologies of the state

encourage this reinvention of public sectors, under the assumption that by privatising public

services and introducing competition, quality will be improved, and costs reduced (Walker et

al., 2019). As part of a broader move towards a competitive criminal justice sector driven by

economics, TR is arguably probations latest development of the 'market logic of

neoliberalism' (Walker et al., 2019, p. 119).

Introduced by the government in 2012, TR was operationalised at great speed being fully implemented by 1 June 2014, severing probation from its public-service and humanitarian foundations after over a hundred years of such work (Walker et al., 2019). As mentioned before, TR fundamentally restructured the delivery of probation, splitting probation between the publicly owned NPS and privately owned CRCs. Whilst the NPS is state owned and funded, TR introduced Payment by Results (PbR) commissions which largely funded CRCs. PbR shifted the focus of probation from outputs to outcomes, introduced to incentivise providers to reduce reoffending by combining payment elements linked to success (Burke et al., 2018).

TRs main proposals were to reduce reoffending, protect the public and make the probation system work by implementing a nationwide 'through the prison gate' resettlement service and extending 'statutory rehabilitation' of 12 months to all offenders who served more than a day in custody (Carr, 2019). Initially, CRCs were proposed to manage 80% of all offenders, however, in reality this figure is close to 59% (National Audit Office, 2019). This is in part because of a lack of confidence from the courts in the CRCs ability to rehabilitate offenders (CoPA, 2018). This is due to CRC's general underperformance since their introduction in 2014 (CoPA, 2018). The IoP (2019) stresses that CRC interventions are poor and underdeveloped with gaps in the ranges of specialist services offered. Consequently, the actual volumes of activity undertaken by CRCs are projected to be between 16% and 48% less than anticipated in 2017-18 (IoP, 2019). The CRC contract encourages CRCs to invest in improving their services and reducing reoffending. However, as CRCs management of offenders is far lower than expected they also face to make far less money (CoPA, 2018). According to the CoPA (2018) most CRCs struggle financially and have not invested in services and are projected losses of £443 million across their contracts.

The patchy involvement of the third sector in probation, limited innovation and a lack of progress in transforming services has led to the conclusion that TR has demonstrably failed to meet the governments objectives (Carr, 2019). According to Annison (2019), there are two related issues affecting the success of TR and CRCs: departmental budgets and the specific reform of probation services. In 2018, the MoJ accepted that the PbR mechanism was not working, and CRCs were heavily under-funded (Parliament, 2018). Henceforth, PbR was abandoned, and CRCs were paid £342 million, despite this bailout, however, 14 out of 21 CRCs were still forecasting losses (Parliament, 2018). By July 2018, the MoJ announced CRC contracts would end 14 months early in 2020, using lessons learnt so far to introduce improved services in the future (Annison, 2019). Initially the private and public split was intended to remain but as of May 2019, the government decided to disband CRCs and to return responsibility for the everyday management of all offenders to 12 NPS regions (Annison, 2019).

Ultimately, the fundamental reformational and financial problems had become too glaring for the government to ignore (Annison, 2019). In order to explore the reasons for the underperformance of CRCs, the following section will explore the issue of TR probation reforms and the affect they had on probation and its staff.

'Elizabeth Street' and leavers interviews: Probation staff experience post-Transforming Rehabilitation

Since privatisation, re-offending rates increased by 20% as CRCs failed to meet 2/3rds of their targets on average (CoPA, 2018). According to Burke et al. (2018), suitably qualified workforces are essential to the effective delivery of offender management. Furthermore, literature suggests that probation practitioners with better skill sets help shape reduce re-offending in a positive and meaningful way (Grant, 2017). Training requirements are

important for staff competency, but the decision to remove the requirement for social work training has created difficulties across CRCs in recruiting and retaining appropriate staff (Burke et al., 2018). When the service was spilt in 2014, most qualified probation officers went to the NPS while the majority of unqualified officers were shifted to the CRCs (Tidmarsh, 2020). Elizabeth Street, for example, is predominately staffed by unqualified Case Managers. Moreover, CRCs are supposed to manage low to medium risk offenders. However, since privatisation, unqualified staff are doing work formerly undertaken by qualified probation officers (Tidmarsh, 2020). For instance, previous probation service officer, now Elizabeth Street case manager Will says 'I would never of held a domestic violence case, historically. I would say 70% of my cases [now] have got some kind of domestic violence attached' (Tidmarsh, 2020, p. 106). Clearly, the skills required for delivering probation work in CRCs is inherently similar to those in the NPS.

Originally introduced to assist probation officers, the number of probation service officers increased following the abolishment of social work training requirements (Mair, 2016). In contrast to probation officers, probation service officers training is much shorter and has less academic rigour (Tidmarsh, 2020). Before the abolishment of social work training requirements, 85% of newly qualified officers felt prepared for their role (Grant, 2017). However, 37% of newly qualified practitioners reported having no formal period or process of induction and many of these feel unprepared for their role (Grant, 2017). Samuel from Elizabeth Street, for example, states 'there was not as much training as I would have hoped… you're… chucked [into] the deep end, [thinking] what do I do?' (Tidmarsh, 2020, pp. 111-112). Concurrent with Taylorism, within CRCs the gaps between qualified and unqualified work have closed, CRC officers complete the same tasks as NPS officers, just at a lower wage, inferring a shift toward cheaper labour (Tidmarsh, 2020). Whilst a Professional Qualification in Probation (PQIP) for a probation service officer to become probation officer

is accessible to everyone regardless of experience or qualifications, the high caseloads of CRC officers impact their participation in such training (Tidmarsh, 2020).

The increase in practitioner workloads derives from CRC caseloads being lower than anticipated, for which the resultant financial pressures have meant many have cut staff numbers (Tidmarsh, 2020). A recurring frustration amongst current and old probation staff is that workloads following TR have impacted time spent culminating relationships in face-to-face rehabilitative work (Walker et al., 2019). Increasing workloads have compelled practitioners to reassess their work, Matilda from Elizabeth Street says 'I thought I'd have a caseload of 20 and I'd be out in the community with them… But I'm not: I'm managing them behind my computer' (Tidmarsh, 2020, p. 109). The majority of the ex-probation staff interviewed by Walker et al. (2019) were unhappy with the nature of probation and were motivated by the traditional nature of probation as a meaningful career. David joined the probations service 'to help people change their lives… but in reality, felt like… essentially a database handler' (Walker et al., 2019, p. 120).

Probation supervision has undergone significant transformation in recent decades, such as the rise in unqualified staff, caseloads, and the shift towards an increasingly administrative mode of working. Previous research shows that practitioners are motivated to enter the probation service because of the people-orientated nature of the work (Walker et al., 2019). As seen at Elizabeth Street, the nature of probation supervision points to a cheaper mode of working where practice does not depend upon relationships, training or qualifications (Tidmarsh, 2020). Overall, TR designed and implemented its reform too quickly (Carr, 2019). Financial issues heavily impacted the way in which CRCs could be deployed and the reforms continued to deprofessionalise practitioners while increasing their workloads and challenging longstanding probation ideals, meaning staff commitment and retention became acute.

Catch22 and the research question

Catch22 are a CRC who work within many prisons and organisations across the U.K. As such, between 2019 and 2020, Catch22 worked with 2,894 service users at HMP Thameside and 24,360 people over 15 prisons, of those supported 95% were satisfied with the service they received (Catch22, n.d.-b). Catch22 deliver offender management through a unit of Case Mangers, where risk and motivations of each offender are assessed to estimate their likelihood of reoffending, so that appropriate support can be delegated to them (Catch22, n.d.-b). Catch also provide a Through the Gate resettlement scheme to ensure all service users can achieve a settled and positive lifestyle (Catch22, n.d.-b). Concurrent with 'advise, assist, and befriend', Catch22 maintain that their values are to establish high-quality relationships with prisoners, by providing them support in prison through to their release and resettlement into the wider community (Catch22, n.d.-b). However, as seen at 'Elizabeth Street', Catch22 are experiencing a similar narrative of poor staff retention and satisfaction. Unlike many public services, CRCs are not required to publish staffing levels and reports and there is no research exploring staff retention and experience within Catch22. Henceforth why, they have asked UWE Bristol to provide evidence-based academic knowledge on the motivations, expectations, and experiences of their justice staff force in order to explore this. By examining the literature on CRCs and the changing nature of the probation service, it is appropriate to predict that the nature of probation work will be a top motivator for justice staff. But, low pay, lack of training and development, high workloads and a dissatisfaction in the delivery of services are likely factors for poor staff turnovers. In order to address this, the research question is as so, 'research on staff retention as well as experience within Catch22'.

Methodology

Method

This quantitative research aims to explore in detail the motivations and expectations of justice staff before working with Catch22, as well as their experiences whilst working for the organisation. There is also a particular focus on career development as suggested by the provider from Catch22. Henceforth, a survey was deemed the most appropriate methodology to allow the research team to contact suitable respondents easily, in order to obtain information comprehensively and in detail (Denscombe, 2014).

Rational

There are a number of reasons why surveys are a useful method of quantitative data collection. Firstly, surveys are useful at providing snapshots of how things are at the time, allowing the researcher to gain a deeper insight to the current state of affairs amongst staff at Catch22 (Murray and Hughes, 2008). Secondly, the use of a web-based questionnaire survey allowed the researchers to conduct the study without involving activities affected by the COVID-19 crisis. In addition, due to the exploratory nature of the research, surveys allow for the researcher to seek out only necessary information from relevant people (Murray and Hughes, 2008). Overall, this choice of methodology was effective for an increased response rate and general convenience.

In retrospect however, demographic questions, such as those relating to job title and service hub could have been improved to ease data collection and analysis. Moreover, the little information available and offered to the research team on how Catch22 operate had an influence on how accurately the survey questions reflected the operations of the organisation. As Garrand and Hyland (2020) says, when a body of knowledge is new and backed up with limited research support, qualitative research can generate new insights in an inductive way.

The survey does contain open-ended questions, but these will not be subject to thematic analysis and will rather be used to support quantitative data through quoting (Allen, 2017). This does not mean that the survey is not effective at investigating the research question, but that the usage of qualitative techniques means that the researcher could have deployed their study in a more judicious way (Garrand and Hyland, 2020).

Sampling/Participants

To gain a deeper understanding of staff experiences, motivations and expectations; members of Catch22's justice staff force were approached for the research sample. As it would be rare to find relevant participants from the general population, the most appropriate way to get wide and inclusive coverage and to maximise response rates (Descombe, 2014) was to access the sample via non-random snowball sampling. The researchers designed a survey invitation email which was accompanied by a letter of support from the placement provider and to his whole justice staff force. As this method of sampling is a type of nonprobability sampling, it will mean that the sample will not be representative of the wider population. However, as the research question directly addresses a target sample (Catch22 staff), it is not feasible to use a random sampling method as the wider population do not have the same motivations, expectations and experiences with Catch22. Henceforth, the use of snowball sampling was appropriate for identifying people with the particular knowledge, skills, experiences and characteristics that were needed to address the research question.

Of the estimated 150 staff targeted, 77 participated with a complete response for a response rate of 51%. Staff ranged in their age band, with responses from 18–24-year-olds and those over 65. Of the 77 respondents, 71.4% where between the ages of 18 and 34, with 25-34 being the most common age group (44.2%). Respondent were predominantly White (79.2%) and also predominantly female (79.2%). Respondents varied in their job title and

hub they worked in, these included resettlement (N = 31, 42.3%), victim services (N = 14, 19.7%), justice (N = 12, 16.9%), management (N = 10, 14.1%) and other services such as administration and recruitment (N = 5, 7%). The most common job title was resettlement case manager (N = 24, 31.2%).

Procedure

As part of the Criminology Partnership Project at UWE Bristol, Catch22 sought UWE Bristol's help to explore reasonings behind potential shortcomings of their CRC. This is in order to evaluate the best ways in which they can improve staff experience to improve retention moving forward. Initial contact was made between researchers and a placement provider, the assistant director of justice within Catch22, in which discussions took place on the organisation's research proposal. Throughout the project, further meetings where organised to discuss progress and negotiate challenges. After agreeing on a research question, the researchers began completing an ethics form and the related appendices such as consent forms, participant sheets and privacy notices. During this time, they completed the process of designing their research methodology. After reading relevant research and literature on probation, CRCs and their staff, the researcher designed the survey questions around salient findings from academics sources and in compliance with Catch 22's research proposal.

Once the survey was completed, it was ready to be distributed and activated for data collection. The final survey invitation email included the participant information sheet and privacy notice. This fully informed participants about the study, including their right to withdraw, and information on anonymity, confidentiality and data protection. A participant consent form was provided at the beginning of the survey on Qualtrics, allowing participants to confirm their decision to take part. The survey was active and took responses for two

weeks before it was closed, and the data was exported from Qualtrics to SPSS for data analysis.

Materials

The data was collected via a web-based questionnaire survey designed on the online survey company 'Qualtrics', which could be accessed through UWE Bristol's online facilities. The survey was designed in December 2020, containing 29 questions, including a range of multiple-choice questions, Likert scales, sliders, rank orders and text entry qualitative questions to explore the research question in added depth. The survey was activated for responses over a 2-week period (March 2021-April 2021).

Ethics

Once the ethics form was submitted, the research was reviewed and approved by the Faculty Research Ethics Committee at UWE Bristol, aided by a letter of ethical approval from the Committee (see Appendix 1). The research team did not foresee any significant ethical risks toward participants, however, as Gomm (2008) states researchers must be committed to communal ethics. As such, the research team were advised by the Research Ethics Committee to consider risks toward participant wellbeing, such as mild stress. These ethical issues were addressed by ensuring participants that their personal data will be fully anonymous and that they can withdraw their data up until 2 weeks after data collection. The researcher's contact details were also provided in participant's documentation, in order to direct those who felt the research affected their wellbeing to appropriate wellbeing services. Upon receiving full ethical approval, the researchers began data collection.

Data Analysis

Quantitative data uses techniques to produce data in the form of numbers by moving abstract ideas to specific data collection techniques (Neuman, 2013). Numerical data represents a uniform, standardised and compact way to empirically represent ideas (Neuman, 2013). In the case of this research, numerical data was collected via a questionnaire including a range of question types on Qualtrics and transferred for data analysis through SPSS. SPSS is used in various kinds of research for complex statistical data analysis and allows for researchers to easily identify trends, develop predictive models and draw informed conclusions (Alchemer, 2018). There are a handful of methods that can be leveraged in SPSS, including: descriptive statistics and inferential statistics.

Once the data set was transferred from Qualtrics to SPSS, it had to be cleaned and prepared before beginning to inspect the data file to explore the nature of the variables (Pallant, 2020). Once this was done descriptive statistics were calculated in order to describe the characteristics of the sample and to check for variables that either violate or address the research question (Pallant, 2020). For example, frequency tests were used to examine the age, gender and job role characteristics of the sample. As mentioned, descriptive statistics shall allow for the identification of interesting patterns amongst the variables, lending itself towards inferential statistics to explore the relationship amongst these variables. As the research aims to explore the motivations, experiences and expectations of Catch 22, crosstab tests were used, for example, to explore the patterns between age and specific motivating factors, such as career development. Following this some significant variables were identified. For example, staff members in the 18-24 age range appeared to be more motivated to apply for the role for the opportunities for career development, and individuals with managerial roles appeared to be more satisfied with their salary, job security and overall experience than other staff members.

Following the identification of these patterns through the use of descriptive statistics, inferential statistics can be used to further examine the relationships between these patterns. Being that the sampling technique used for this research was a nonprobability sampling technique, when conducting inferential statistics, non-parametric techniques were used as the research does not make assumptions about the underlying population distribution (Pallant, 2020). In addition, non-parametric techniques are suitable when data collected is measured at the nominal and ordinal level, which lends well to the specific data file due to the frequent usage of multiple-choice questions and Likert scales in the survey (Pallant, 2020).

In order to address the research question and gain a greater insight into the experiences and dynamics of staff within Catch 22, statistical techniques were used to assess differences between groups and conditions (Pallant, 2020). Mann-Whitney U Tests were used to test for differences between two independent groups on a continuous measure. For instance, do staff aged 18-24 and 35-44 differ in terms of their motivations for applying to Catch 22. Spearman's Correlation is also used to explore relationships among a group of variables. For instance, to explore the relationship between satisfaction with salary and overall work experience. The researcher attempted to use Chi-Square Tests for Independence to explore the relationship between categorial variables. However, due to their design of nominal variables, they were unable to use this test without breaching the assumptions of the Chi-Square Test. When examining these relationships through statistical analyses, the researcher is testing for statistical significance by working with a p-value of 0.05 (5% level). If the p-value is less than 0.05 then the result is declared statistically significant, meaning that the probability of the relationship occurring by chance is unlikely (Parsons, Carey-Smith, Dritsaki, Griffin, Metacalfe, Perry, Stengel and Costa, 2019).

Findings

Staff Motivations

Descriptive statistics were used to test the hypothesis that Catch 22 staff members would agree that the nature of probation work was their top motivator for joining. When asked 'to what extent do you agree or disagree with each of the following reasons for attracting you to Catch 22?' (6 Strongly agree and 1 Strongly disagree) (see appendix 2), it was found that staff members were in greater agreement that working with people (*M = 5.48, SD = 0.68)* and the type of work (*M = 5.42, SD = 0.68)* were their top motivators. As such, 54.5% and 51.9% of the sample strongly agreed that working with people and the type of work were their top source of motivation respectively. Staff were also in agreement that pay (*M = 3, SD = 1.32*) least motivated them to apply to Catch 22, with 2% of the sample strongly agreeing to it being a motivating factor.

Concurrent with the research question, Mann-Whitney U tests were used to explore the staff motivation to test if there are differences between different subgroups of staff and their motivators for applying for the role. Mann-Whitney U test assumptions were met, for example, the use of one dependent ordinal variable, one independent categorical variable and independent observations. In addition, preliminary checks were completed determining that the shape of distribution of the independent variables were similar, meaning differences between groups can be highlighted by a difference in medians.

A Mann-Whitney U Test revealed a significant difference between 'the type of work' being the greatest source of motivation for males (Md = 5, n = 9) and females (Md = 6, n = 61), U = 175, z = -1.97, p = .048, r = 0.24. Mann-Whitney U Tests revealed no significant difference between the 18-24 (Md = 6, n = 21) and 35-44 (Md = 6, n = 7) age groups and agreement of type of work as a source of motivation, U = 69.5, z = -0.25, p = 0.80, r = -0.05. Crosstabulations show, however, that younger age groups tended to strongly agree with

motivating factors related to career development more than expected (see table 1). This pattern was explored further and as such, a significant difference was found between the 18-24 (Md = 5, n = 21) and 35-44 (Md = 4, n = 7) age group and their source of motivation being to develop in the field and access training, U = 15, z = -3.32, p < .001, r = -0.63, and to use it as a steppingstone for their career, U = 21.5, z = -2.90, p = 0.004, r = -0.55. The same significant difference was found between 18-24's (Md = 5, n = 21) and 25-34's (Md = 5, n = 34) and their source of motivation being to develop in the field and access training, U = 232.5, z = -2.44, p = 0.15, r = -0.33, and to use it as a steppingstone for their career, U = 220, z = -2.48, p = 0.13, r = -0.33.

Table 1: A crosstabulation between age group and the extent to which staff agreed that a source of motivation was to use Catch22 as a 'steppingstone for their career.'

			Disagree	Neutral	Agree	Total
What age band do you fit into?	18-24	Count	1	2	18	21
		Expected Count	3.9	6.0	11.1	21.0
	25-34	Count	3	12	19	34
		Expected Count	6.6	9.7	18.1	34.0
	35-44	Count	1	4	2	7
		Expected Count	1.3	2.0	3.7	7.0
	45-54	Count	3	1	0	4
		Expected Count	0.8	1.1	2.1	4.0
	55-64	Count	5	1	0	6
		Expected Count	1.1	1.7	3.2	6.0
	65 +	Count	1	0	0	2
		Expected Count	0.3	0.6	1.0	2.0
	Prefer not to say	Count	0	2	1	3
		Expected Count	0.6	0.8	1.6	3.0
Total		Count	14	22	41	77
		Expected Count	14.0	22.0	41.0	77.0

Staff Experiences

To explore staff's experience with Catch 22, a range of Likert scales were used to measure attitudes toward experiences. Overall experience was measured with 1 being extremely dissatisfied and 5 being extremely satisfied. It was found that staff generally were neither satisfied nor dissatisfied with their overall experience (n = 39, 54.9%, M = 3.03, SD = 0.85).

No staff members reported being extremely dissatisfied but 25% felt somewhat dissatisfied (n = 18) whilst 11.3% felt somewhat satisfied (n = 8) and 8.5% felt extremely satisfied (n = 6).

The researcher hypothesised that staff will be dissatisfied by low pay, a lack of training and development and the delivery of services, which would contribute to poor retention. Reflecting this, with 1 being extremely satisfied and 5 being extremely dissatisfied, descriptive statistics found that staff are most dissatisfied with pay ($M = 3.7$, SD = 2), promotion opportunities ($M = 3.5$, $SD = 1.9$) and career progression ($M = 3.3$, $SD = 2$). Mann-Whitney U tests were used to explore the differences between satisfaction and different subgroups of staff. No significant difference was revealed between 18-24's and 25-34's and their satisfaction with opportunities for advancement and development, U = 309, z = -0.58, p = 0.56, r = -0.08, and the provision of training required to conduct their role properly, U = 265.5, z = -1.45, p = 0.07, r = -0.20. No difference arose between satisfaction with experiences and gender.

When exploring the relationship between job role and experiences, differences were highlighted however, specifically the differences between heads of services and other roles. Mann-Whitney U tests revealed a significant difference between resettlement case managers (Md = 4, n = 24), and the heads of services (Md = 2, n = 4) and their satisfaction with salary, U = 12, z = -2.47, p = 0.014, r = -0.47. In addition, significant differences were found between resettlement case managers (Md = 4, n = 24) and heads of services (Md= 2.5, 4) and their satisfaction with their job security, U = 13, z = -2.49, p = 0.013, r = -0.47 and resettlement case managers (Md = 2.5, n = 24) and heads of services (Md = 1, n = 4) satisfaction with their ability to provide input on issues that affect their job, U = 12, z = -2.45, p = 0.014, r = -0.46. This difference was replicated throughout almost all job roles when compared to the heads of services, for example, a significant difference was identified

between victim case managers (Md = 5, n = 9) and heads of service (Md = 2, n = 4) in relation to salary, U = 0, z = -2.9, p = 0.004, r = -0.81.

The relationship between satisfaction with individual's overall work experience and salary was investigated using a Spearman's rank-order correlation coefficient measure. There was a medium, positive correlation, r = 0.49, n = 71, p < 0.001, with dissatisfaction with overall work experience associated with dissatisfaction with job salary. In order to address the hypothesis that staff are likely to be dissatisfied with the delivery of probation, the relationship between satisfaction with the nature of their work and their relationship with service users was investigated. There was a medium, positive correlation, r = 0.31, n = 75, p = 0.007 with dissatisfaction with the nature of offender management or community integration work associated with a dissatisfaction with relationships with service users.

Staff Expectations for the Future

Catch 22 require a more detailed understanding of their staff's expectations of their future with the organisation. With 1 being 'definitely yes' and 5 being 'definitely not', staff where asked if they would recommend Catch 22 as a good organisation to work for and if in five years' time, they still see themselves working for Catch 22 (See Appendix 3). The majority of staff (n = 29, 39.2%) said Catch 22 is definitely a good organisation to work for. 32.4% (n = 24) said that Catch 22 is probably a good organisation to work for, meaning 71.6% (n = 53) of the sample saw Catch 22 in a positive light. However, in comparison, 2.7% (n = 2) of the sample said that they definitely see themselves working for Catch in five years' time and 14.9% (n = 11) said probably. It was found that the majority of participants either said they might (n = 23, 31.1%) or probably won't (n = 23, 31.1%) be working for Catch in five years' time, with 17.6% saying they definitely will not be (n = 13).

No significant difference was found between age groups, for instance, no difference was found between 18-24s (Md = 4, n = 20) and 25-34's (Md = 3.5, n =34) and the extent to which individuals see themselves working for Catch 22 in five years' time, U = 329.5, z = -0.20, p = 0.84, r = -0.03. A significant relationship was found, however, between resettlement case managers (Md = 4, n = 22) and heads of service (Md = 3, n = 4) and the extent to which individuals see themselves working for Catch 22 in five years' time, U = 14, z = -2.25, p = 0.024, r = -0.44.

To investigate retention further participants were asked a range of Likert scales titled 'to what extent do you agree or disagree with these factors being motivators for you to stay with Catch 22?' (See appendix 4) (1 being strongly agree and 7 being strongly disagree). Concurrent with some of the hypotheses, descriptive statistics revealed that pay ($M = 3.7$, $SD = 2.04$) and promotion opportunities (M = 3.45, SD = 1.85) least motivated staff to retain their role, whilst the nature of their work (M = 2.08, SD = 1.07) was the top motivator to stay. Mann-Whitney U tests revealed a significant difference between males (Md = 3, n =9) and females (Md = 2, n = 59) and the purpose and mission of Catch 22 being their top motivator to stay, U = 129.5, z = -2.55, p = 0.01, r = -0.31. The only significant difference identified between age groups was between 18-24's (Md = 3, n = 20) and 35-44's (Md = 2, n = 7) and annual leave and holiday time motivating them to stay, U = 29.5, z = -2.34, p = 0.019, r = -0.45.

The placement provider from Catch 22 hypothesised that the high expectation amongst young staff for promotions affects retention. Mann-Whitney U tests revealed no significant difference between 18-24's (Md = 3, n = 20) and 25-34's (Md = 3, n = 34) and the extent to which they expect promotion in 2 years, U = 314.5, z = -0.47, p = 0.64, r = -0.06, as well as 18-24's (Md = 3, n =20) and 35-44's (Md = 4, n = 7), U = 52.5, z = -0.99, p = 0.32, r = -0.19. A significant difference was, however, identified between resettlement case managers (Md =

3, n = 22) and heads of service (Md = 4.5, n =24) and the extent to which they agree 2 years is a reasonable period of time before you should expect promotion, U = 14.5, z = -2.14, p = 0.03, r = -0.42.

Discussion

In this section, the presentation and analysis of data have been reported. This section consists of a summary of the study, discussion of the findings and a discussion of the study's limitations. This is in order to expand upon the concepts and research discussed in the literature review, in an effort to provide a further understanding of their influence on retention and the experiences of staff at Catch22.

Discussion of Findings

Previous researchers (Annison, 2019, Burke and Collett, 2016, Burke et al., 2018, Tidmarsh, 2020, Walker et al., 2019) focussed research on the effect's TR has had on CRCs and creating factors that influence their staff's working experience and retention. The goal of this study was to predict what factors were statistically significant at influencing the attitudes of Catch22 staff.

The first topic the research question aimed to address was motivation. A statistically significant difference was identified between male and female staff, and the nature of work being their greatest source of motivation, with female staff agreeing to a greater extent that it motivates them. This reflects a point Tidmarsh (2020) made, where he argued that managerialism has attempted to transform the profile of practitioners from a male dominated service. Now women account for approximately 70% of the service, in line with our sample demographics which comprised of 72.2% women. Likely a result of this demographic disparity, overall, the findings indicate that the nature of the work undertaken in Catch22 and

the ability to work with and help people were the top sources of motivation for staff. This finding is consistent with previous research (Walker et al., 2019) which indicated that the majority of ex-probation officers felt they were motivated by the traditional nature of offender management work as a meaningful career. A significant positive correlation was also found between dissatisfaction with relationships with service users and dissatisfaction with the nature of work. As other literature (Tidmarsh, 2020) highlights that TR has fundamentally changed the nature of probation supervision, where practice no longer builds on relationship building, this might suggest that Catch22 staff may become dissatisfied as the job fails to meet their expectations.

A significant difference was also identified between 18-24's and those within the age ranges of 25-34 and 35-44, and the extent to which their greatest source of motivation was to develop and access training in the field and to use Catch22 as a steppingstone for their career. This finding speaks to the changing nature of the probation service as a field in which traditionally you were trained to enter (Jarvis, 1972). This could be taken as limited evidence to suggest that younger individuals do not see a career with Catch22 as a short-term avenue for them to take to gain experience and it may be difficult to control the retention of this group.

The second topic explored was the experiences of Catch22's staff. The findings indicated that the majority of staff were neither satisfied or dissatisfied, with more staff leaning toward being dissatisfied than satisfied. It was also found that pay and the lack of promotion opportunities and career development were the greatest source of dissatisfaction for staff. Supplementing this, a positive and significant relationship was found between dissatisfaction with work experience and dissatisfaction with salary. The use of open-ended questions in the survey further supports this as one participant accounts that "our wages are one major sticking point, and the reason that there is quite a high staff turnover in Catch22" (See

Appendix 5). This supports the hypothesis put forward by the researchers, which was based on literature from researchers that suggested CRCs operate under a cheaper mode of working, completing the same tasks but getting paid considerably less than their NPS counterparts (Annison, 2019, Tidmarsh, 2020, Walker et al., 2019).

The findings related to experience indicate a significant difference between management and employees and satisfaction with salary, job security and the ability to provide inputs on issues that affect their job. This disparity between staff in managerial roles and other staff members was reflected in participant quotations. For example, one individual accounted that 'people at the top reap the rewards and people at bottom level who work the hardest are given very little' (See Appendix 6). It also appears that 'lower down' staff feel their managers do not do enough to support them, as such participants said that '[there is] no clear guidance or direction from management' (See Appendix 7) and that '[management] makes me feel insignificant and unimportant' (See Appendix 8). These findings are consistent with the theoretical frameworks that underpinned previous research (Tidmarsh, 2020, Walker et al., 2020). As such, this reflects 'Taylorisation' (Braverman, 1974), a product of neoliberalist efforts to make offender supervision function under a market logic, where labour power is collated by managers and sinks workers to a place of insignificance. This was not hypothesised, but it could perhaps be argued that staff turnover could be related to the disparity between management and the wider staff force, although, no statistically significant difference was found between job role and experiences related to relationship with management.

An interesting but unexpected finding was staff's satisfaction with their job security. The findings indicate a significant difference between the heads of service at Catch22 and the 'lower down' staff and their satisfaction with their job security. As evidenced by the literature review, the years of disruption to probation services following TR has resulted in a great deal

of expenditure and wasted resources (Carr, 2020). Consequently, the decision has been made to renationalise the probation service causing CRC staff a lot of uncertainty about their future, with a variety of information being in circulation (Carr, 2020). Some sources say that CRC staff are guaranteed a transfer to the NPS or Dynamic Framework Providers (DFP) (Unison, 2021), whilst others say that around 70% are likely to be transferred to the NPS or prison services (Russel Webster, 2020). At Catch22 uncertainty seems to be high amongst staff, with participants quotes expressing that '[they should provide] us with information about being [transferred] to NPS… people cannot plan their lives around 1 months' notice of being out of a job' (See Appendix 9). These findings are ambiguous but considering the disparity between managerial roles and other staff differences in satisfaction, this might be taken as frugal evidence to suggest that communication needs to improve between hierarchies of staff at Catch22.

The final topic the research question aimed to address was staff expectations, whether they have been met and their expectations for the future. As seen in the findings, the majority of the sample see Catch22 in a very positive light and would recommend it to be a good organisation to work for. This attitude is not reflected, however, in their expectations of their own retention, with the majority of staff believing they likely will not be working with Catch22 in five years' time. The findings overall are in line with the hypotheses and suggests that the low pay offered by Catch22 attracts staff the least and dissatisfies staff the most and as expected, least motivates staff to stay. Whilst promotion opportunities and career development significantly attract younger staff, as hypothesised, the lack of actual promotion opportunities dissatisfies staff and does not motivate them to stay. In contrast, the purpose and nature of work remains Catch22's most attractive offering, providing staff with the most satisfaction and the greatest incentive to stay.

Acknowledgment of Limitations

According to Garrand and Hyland (2020), researchers must be aware of how methodology and data analysis can influence interpretations of data and undermine the utility of survey results. For example, retrospective and evaluative perceptions of the workplace may not provide a fully accurate understanding of the employee experience (Garrand and Hyland, 2020). In addition, the research aims to understand how contextual factors – like pay and career development – impact organisational outcomes like retention. However, it is important to not overemphasize the effect of contextual factors as individual factors play an important role in individual perceptions of the workplace. For example, 50% of the variance in employee work engagement is predicted by personality (Young, Gleurm, Wang and Joseph, 2018). I therefore acknowledge that my methodology and data analysis may influence my interpretation of data and due to the complex nature of what is being studied, I have been careful not to exaggerate claims beyond what the data suggests. As such, I have made the effort to indicate the insecure nature of any questionable claims.

As mentioned in the Methodology chapter, the little information available and offered to the research team on how Catch22 operate had an influence on how accurately the survey questions reflected the operations of the organisation. In retrospect, to explore aims of the research question such as training and career development, it would have been useful if the researcher included more demographic questions centred around qualifications, work experience, and time with Catch22. This would have created more interesting variables and relationships to explore that would have backed up significant differences identified.

In hindsight, the researcher also should have considered the ease of data analysis whilst designing the method. As a result, the researcher was limited to the types of statistical test they could run following data collection. The survey mainly contained Likert scale questions, which were useful in addressing the research question through measuring respondent's

attitudes. However, the researcher did not design a variety of other variables to supplement this, resulting in an over saturation of ordinal variables, limiting the researcher to non-parametric inferential statistical tests, like the Mann Whitney U test and Spearman's Rank Correlation Coefficient. The nominal variables generated contained too many categorical levels, preventing the usage of Chi-Square Tests as they could not be completed without breaching assumptions. Selection of the most suitable methodology and research design is crucial as bad choices can weaken the integrity and lead to questionable findings (Murray and Hughes, 2008). Despite identifying bad choices, the methodology was applied effectively, and logical deductions were made from the data, resulting in a study that the researcher argues remains sound on a conceptual level (Murray and Hughes, 2008).

Summary

The findings of this study expand upon the work of previous researchers on the TR reformational effects on CRCs and their staff retention and experiences. Through quantitative data collection, this study was able to meet the aims and objectives of the research proposal by providing an objective insight into staff attitudes through the use of descriptive and inferential statistics to identify significant patterns and difference. Overall, the study has successfully explored the motivations, experiences and expectations of Catch22 staff, providing insight into the organisation's staff turnovers, hopefully inspiring change to the strategies and practice of the organisation.

Conclusion

The goal of this study was to investigate staff attitudes at Catch22, specifically, their attitudes toward their motivations, experiences and expectations, in order to gain insight into the organisation's high staff turnover rates. Relevant literature was reviewed in order to

highlight key variables that can be explored and to supplement the research design. The literature review allowed the researcher to appropriately predict that the nature of probation work will be a top motivator for justice staff; but, low pay, lack of training and development, high workloads and a dissatisfaction in the delivery of services are likely factors for poor staff turnovers. The sample (N=77) consisted of a variety of Catch22 staff, differing in job role, gender and age. The data was collected and analysed, and many significant findings resulted from the examination of data. Concurrent with the predictions, this investigation revealed that low salary, alongside a lack of development, least motivated staff to join and stay with Catch22, and was the greatest source of dissatisfaction amongst staff. As expected, the purpose and nature of the work at Catch22 was revealed to be the greatest source of satisfaction and motivation to join and stay. Further assessments supported this, for example, a correlation was found to suggest that those dissatisfied with their relationship with service users were also dissatisfied with the nature of their work. Significant findings also suggest that younger staff are more likely to agree that they see Catch22 as a steppingstone for their career, suggesting that it may be difficult for the organisation to control the turnover of these staff. In addition, disparity was identified between management and 'lower down' staff, who had different satisfaction levels between their salary, job security and autonomy in their role.

The findings, although significant, have some limitations. Firstly, the findings can only explain and explore attitudes toward a few variables and activities of the organisation affecting motivation, experience and expectation. Another limitation is the design of the study. The study focusses on staff attitudes and to explore this, the study deploys a variety of Likert scales and nominal questions with a lot of categorical variables. As a result, the study generates mainly ordinal data, limiting the type of statistical analysis it could use. Based on the inadequacies of the study design, suggestions are made for further research. Firstly, literature was reviewed regarding the rise of under-trained staff occupying CRCs, raising the

question of whether there is a difference between qualified and unqualified staff retention. Although this was predicted to be a factor influencing retention, the variable was not well explored within the survey and it could have supported significant findings or highlighted interesting relationships. Future research into this subject should better establish the variables they want to explore and carefully design questions to examine it. In addition, future studies should consider ease of data analysis when designing the research method. Although this is expected in experienced researchers, if this study had considered data analysis, then there would have been more statistical evidence to address the research question. In addition, another avenue of research could be a mixed-methods study. Due to the limited research support and available information on the operations of Catch22, a mixed-methods study utilising qualitative research and thematic analysis could generate new insights in an inductive way (Garrand and Hyland, 2020).

As the decision has been made to renationalise the probation service (Carr, 2019), the findings of this study have implications for people interested in improving retention within Catch22 and CRC's as they transition into the new era of offender management. Firstly, although neoliberal markets attempt to reduce the cost of services by shifting to a cheaper mode of working (Walker et al., 2019), the majority of CRC staff feel underpaid for completing the same tasks as their NPS counterparts. Relating to those invested in resource allocation strategies, it is clear that to improve retention, staff should be paid a wage that reflects the work they complete. Hopefully, if it is true that CRC staff will be transferred to the NPS following renationalisation (Unison, 2021), they will receive wages similar to their counterparts. In addition, the study highlights that younger staff do not see Catch22 as a long-term career option and many were dissatisfied with their lack of career progression. The researcher sympathises that it is difficult to provide all staff promotions within limited time with the service, however, hopefully with incentives to professionalise the new era of

probation this will validate offender management as a specialist avenue for career development (HM Prison and Probation Service, 2019). One important finding that relates to management is the discovery of differing attitudes between management and the wider staff force. By identifying interesting patterns and comments, the researcher frugally suggests that Catch22 may need to improve communication between management and employees. Future managerial practice within Catch22 should establish better relationships and communication in order for staff to feel valued and motivated, which hopefully would improve retention and satisfaction (Mattson, 2017).

In reflection on this project, the researcher hopes that this study does Catch22's original research proposal justice. Being that the researcher had no prior experience within a professional work environment, the COVID-19 pandemic made this a difficult project to complete. The researcher could not visit the organisation and had limited online communication with their placement provider due to the organisation's busy schedule. The researcher openly acknowledges their responsibility for the weaknesses of their study, but the lack of communication damaged the study design as the researcher suffered from a lack of understanding on the internal operations of Catch22. Overall, the researcher wishes Catch22 success in their future and has provided a sound exploration into the motivations, experiences and expectations of Catch22 staff, hoping that they gain some insight from this.

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Appendices

Appendix 1 (Letter of Full Ethical Approval from UWE Research Ethics)

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UWE REC REF No: HAS.21.01.080

5th March 2021

Jonathan Locke

Dear Jonathan

Application title: Research on staff retention as well as experience within Catch 22

Thank you for responding to the conditions raised in my letter to you of 9th February 2021.

I can now confirm full ethics approval for your project, but please note the proviso below.
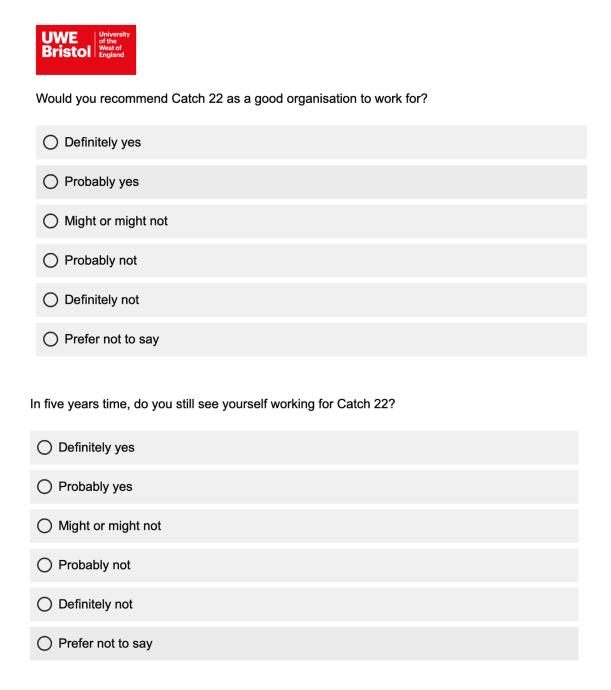
Appendix 2 (Survey question titled 'to what extent do you agree or disagree with each of the following reasons for attracting you to Catch 22?')

UWE Bristol | University of the West of England

To what extent do you agree or disagree with each of the following reasons for attracting you to Catch 22?

	Strongly Disagree	Disagree	Somewhat Disagree	Stromewhat Agree	Agree	Strongly Agree
I wanted a challenging job	○	○	○	○	○	○
The type of work	○	○	○	○	○	○
I like working with people	○	○	○	○	○	○
I share their values	○	○	○	○	○	○
Pay	○	○	○	○	○	○
Employee benefits	○	○	○	○	○	○
I just needed an income	○	○	○	○	○	○
It's a stepping stone for my career	○	○	○	○	○	○
To develop in the field and access training	○	○	○	○	○	○
Location	○	○	○	○	○	○
The work/life balance	○	○	○	○	○	○
Career opportunities	○	○	○	○	○	○
I am inspired by their purpose and mission	○	○	○	○	○	○
Annual Leave or Holiday allowance	○	○	○	○	○	○

Appendix 3 (Staff where asked if they would recommend Catch 22 as a good organisation to work for and if in five years' time, they still see themselves working for Catch 22)

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Would you recommend Catch 22 as a good organisation to work for?

○ Definitely yes

○ Probably yes

○ Might or might not

○ Probably not

○ Definitely not

○ Prefer not to say

In five years time, do you still see yourself working for Catch 22?

○ Definitely yes

○ Probably yes

○ Might or might not

○ Probably not

○ Definitely not

○ Prefer not to say

Appendix 4 (Survey question titled 'to what extent do you agree or disagree with these factors being motivators for you to stay with Catch22?')

To what extent do you agree or disagree with these factors being motivators for you to stay with Catch 22?

	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
Pay	◯	◯	◯	◯	◯	◯	◯
Employee Benefits	◯	◯	◯	◯	◯	◯	◯
Workload/Work hours or schedule	◯	◯	◯	◯	◯	◯	◯
Location/Commuting time	◯	◯	◯	◯	◯	◯	◯
Relationship with colleagues and managers	◯	◯	◯	◯	◯	◯	◯
Promotion opportunities	◯	◯	◯	◯	◯	◯	◯
Type of work or work environment	◯	◯	◯	◯	◯	◯	◯
Career progression	◯	◯	◯	◯	◯	◯	◯
Purpose and Mission	◯	◯	◯	◯	◯	◯	◯
Annual leave or holiday time	◯	◯	◯	◯	◯	◯	◯
The training provided	◯	◯	◯	◯	◯	◯	◯

Appendix 5 (Response from a resettlement case manager to the open-ended question titled 'Please use this space for any additional comments you would like to make about your experience working for Catch22')

I enjoy my role, my colleagues are great support for me, my manager does not contribute much to the overall performance of the team. The salary for Resettlement Case Manager is not a sustainable wage considering rising living costs and inflation, etc. I would suggest £25,000 - £26,000 is a reasonable wage for such a role, and would show that Catch22 are determined to support their staff in a sustainable way. For me and my colleagues, our wages are one major sticking point, and the reason that there is quite a high staff turnover in Catch22.

Appendix 6 (Response from a victim service caseworker to the open-ended question 'if your time at Catch22 has not been what you envisioned, how can Catch22 get to this point?')

Victim First Leicester-Increase in pay required, pay is practically on a minimum wage and when raised with management we are told that it is how things are with Catch22 and they have a high turnover of staff, this is not a long term role for people, Catch22 are not able to pay anymore. It comes across that the people at the top reap the rewards and people at bottom level who work the hardest are given very little.

Appendix 7 (Response from a victim service caseworker to the open-ended question titled 'Please use this space for any additional comments you would like to make about your experience working for Catch22')

Here at Victim First we get paid very little for quite a demanding draining job, it would be useful to have a pay banding rather than a very poor fixed annual salary. Management here struggle to deal with issues that arise immediately and use the term 'lets see how things go' instead of dealing with things immediately and nipping them in the bud to avoid escalation of problems or issues, including colleagues who do not complete their roles. Catch22 conitnuously asking more of staff and not given praise or acknowledgement for doing the core aspect of their jobs and doing a damn good job of it, unless you are contributing to promoting Catch22 you are not given any credit even if an amazing Caseworker which is what i signed up to do not other additional work to promote Catch22. No clear guidance or direction from Management, seems like their minds are always elsewhere and not with our service. Hard to approach Seniors or Management for support.

Appendix 8 (Response from a resettlement administrator to the open-ended question titled 'Please use this space for any additional comments you would like to make about your experience working for Catch22')

My line manager makes me feel insignificant and unimportant; I feel like they do not respect myself or my colleagues and are more focussed on themselves. I am made to feel that I cannot speak to any other department/agency outside of my immediate team without going through my manager. This includes, most poignantly but not limited to, reporting health and safety issues, HR queries, speaking other departments in the prison. At meetings and interactions with other agencies or organisations, I feel that neither I nor my team are able to express any opinions or ideas. My line manager distracts me from my work, often to discuss information which is not relevant to my job role or the work I am completing. I feel like my line manager cannot support me with queries relating to IT systems as they are not able to competently use these systems. My line manager has made numerous false promises about both my own career progression, and the progress of communications with NPS leading up to our TUPE. I also feel that Catch-22 as a company have not supported with this. I feel anxious and nervous when my line manager is present. The probation system, which I am led to believe was brought in relatively recently, is inefficient and unnecessary. It involves too much paperwork for a very straightforward process, and the process has not been effectively communicated to me by either my line manager or Catch-22's support services. I feel that Catch-22 has a culture of inaction when it comes to concerns raised by frontline staff. I feel that when concerns are raised they are either ignored, or some endless bureaucratic process involving lots of spreadsheets and needs planning but no actual action. I also feel that Catch-22 do not care about my welfare or the wellbeing of my team, and will constantly attempt to shift the responsibility onto the prison at which I work. Whilst they may also be at fault, I feel like Catch-22 should have done more to intervene, particularly relating to COVID 19 and to ongoing health and safety issues in our workplace. I feel myself and my team are paid inadequately for the quality and quantity of work which is completed.

Appendix 9 (Response from a resettlement case manager to the open-ended question titled 'Please use the space provided to expand on what Catch22 could change to keep you motivated to stay or deter you from leaving?')

Have provided us with information about being tupied to NPS, or the jobs available within Catch 22 much sooner. People cannot plant their lives around 1 months notice of being out of a job.