



Her Majesty's
Inspectorate of
Probation

The views of frontline probation staff about unification: a survey by HM Inspectorate of Probation

November 2021

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Executive summary

Context

From 26 June 2021, offender management functions for all people on probation or in prison were transferred to the new Probation Service. The Probation Service is a public sector organisation overseen by HM Prison and Probation Service and the Ministry of Justice. Staff from the former Community Rehabilitation Companies (CRCs) were transferred into the new unified Probation Service to work alongside their National Probation Service (NPS) colleagues.

The inspectorate has tracked the progress of unification in a series of reviews. While noting that the reform programme was largely on track, the Chief Inspector has expressed concerns about the staff shortages in some regions, and the availability of rehabilitative interventions for the new organisation. In addition, the Chief Inspector has raised the challenge of building a cohesive culture for the new service, in which former CRC staff receive proper recognition of their skills and professional status.

Our Chief Inspector commissioned a survey of frontline probation staff to run in September 2021 to hear how unification was going so far. We have committed to publishing the results in our Annual Report and will consider potential further dissemination routes.

Approach

A survey was developed using an online survey tool. The survey questions are reproduced in Annex A.

The survey was open from 01 September until 05 October 2021, and was promoted in several ways:

- an email to regional probation directors who were asked to cascade the survey link to their staff
- a news item on *Probation Hub*, the probation intranet
- emails to key contacts within probation from SMT members
- a daily Twitter and LinkedIn campaign.

Key findings and implications

- We received 1,534 responses to our survey, which represents about one in ten (9%) of Probation Service staff. Responses were received from every region, and from all functions within the service. Just over half of the respondents had previously worked in CRCs (51%) and just under half in the NPS (47%); a small minority (2%) had come from elsewhere. While a large sample, capturing views from a broad range of frontline staff, it is not fully representative.
- Headline findings are as follows:
 - About six in ten (61%) believed that senior leaders communicated their strategies for the new, unified, Probation Service sufficiently well. However, a similar proportion (58%) believed that the changes had not been implemented well.
 - Over half (55%) of probation staff were dissatisfied with the guidance received about how to manage work at the point of unification.
 - About six in ten of applicable staff (58%) were 'always' or 'mostly' receiving case-focused supervision, and just over half (52%) were satisfied that

- managers paid sufficient attention to staff wellbeing. Six in ten (60%) had sufficient training and development opportunities
- About half (51%) found their workload 'not so manageable' (30%) or 'not at all' (21%) manageable.
 - Just over half (53%) had sufficient access to services to meet the needs of people on probation, and about two-thirds (68%) had sufficient access to services and agencies to manage risk of harm to others.
 - Just over half (52%) were satisfied that their current premises and offices supported delivery and engagement, and about six in ten (62%) were satisfied with the ICT services.
 - Just over half (52%) had not made a final judgement on whether unification had made probation better or worse: 19% said it was 'too early', 28% felt there had been 'no change', and 5% did not know.
 - Only six in ten (60%) stated they felt positive about working for the Probation Service (recently employed staff were more likely to be positive).
 - More than three-quarters (77%) did not think anything had been particularly well managed during the changes, and about seven in ten (71%) thought that there were aspects of the unification changes which should have been done differently.
- When analysing the drivers of the staff responses, we found notable differences by region, with the responses from those working in Wales, where unification has had longer to bed in, tending to be more positive.
 - Analysis of respondent comments to open questions revealed these key issues:
 - there is a cultural divide between former CRC and NPS staff; CRC staff feel that they are perceived by former NPS as less skilled, as "second class"
 - induction training was a trial for former CRC staff with too much information being delivered, and not enough time allocated to absorb the training
 - high caseloads and workloads remain a problem for many and have hampered unification
 - ICT problems have made unification more stressful
 - many staff are positive about unification and the future, noting the change process was conducted amidst the pandemic and our society's recovery.

1. The survey sample

The findings presented in this report are based upon 1,534 responses to our probation staff e-survey conducted between 1 September and 5 October 2021. This is a large sample, allowing us to draw conclusions about the views of probation staff (16,657 staff at end June 2021).

If the sample was fully representative of all staff, the confidence interval (the 'margin of error') would be +/-2 percentage points at the 95% confidence level: so for example, if 50% of our respondents answered a question a particular way, we would expect the result for all staff to lie between 48% and 52%.¹

However, the sample is not fully representative, which needs to be borne in mind when considering the findings. While we have respondents from every region, the response rates do vary and we would have ideally preferred a larger response from the South West and West Midlands regions.

Region	Survey respondents	Number of staff in post (June 2021) ²	% staff responded
East Midlands	183	1,058	17%
East of England	200	1,723	12%
Greater Manchester	157	916	17%
Kent, Surrey and Sussex	82	928	9%
London	117	2,381	5%
North East	104	978	11%
North West	145	1,566	9%
South Central	111	963	12%
South West	62	1,348	5%
Wales	132	1,283	10%
West Midlands	67	1,707	4%
Yorkshire and the Humber	174	1,806	10%
England and Wales	1,534	16,657	9%

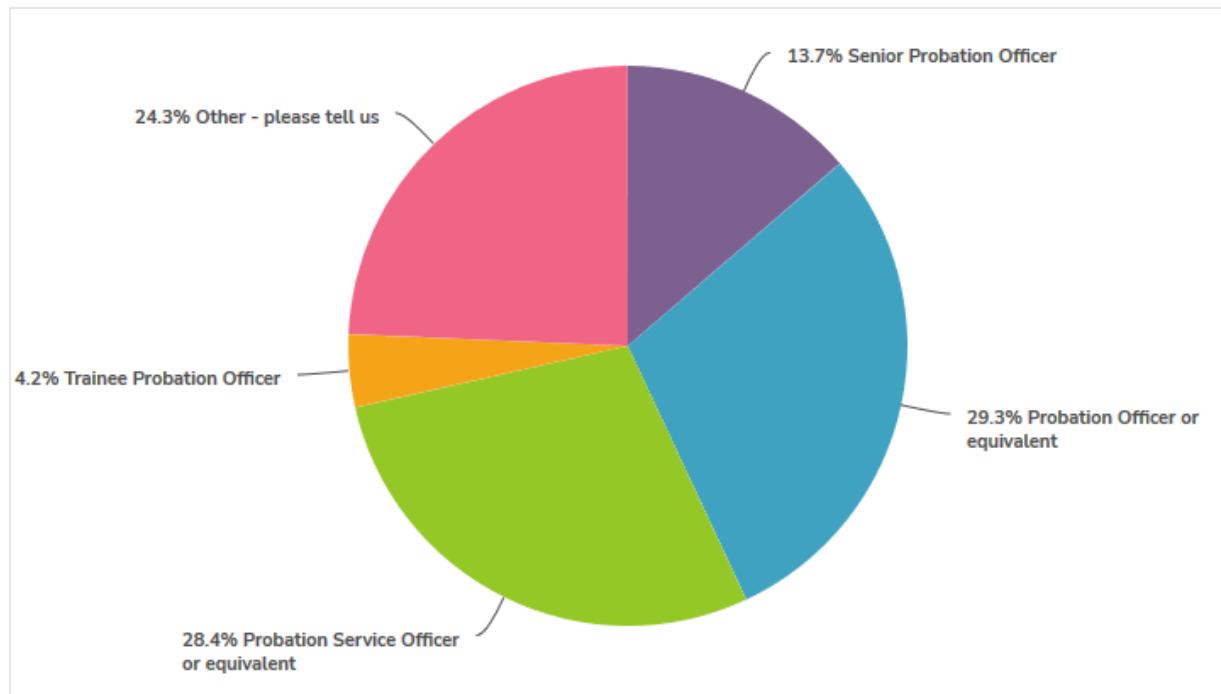
Part time workers are somewhat under-represented in our survey, while across probation grades, we had the best response from Senior Probation Officers. A clear comparison by ethnicity is difficult due to the low declaration rate (59%) in the current HMPPS Workforce statistics (which include former CRC staff); an area which needs to improve for the new probation service.

¹ Confidence intervals for sub-samples will vary and will be wider.

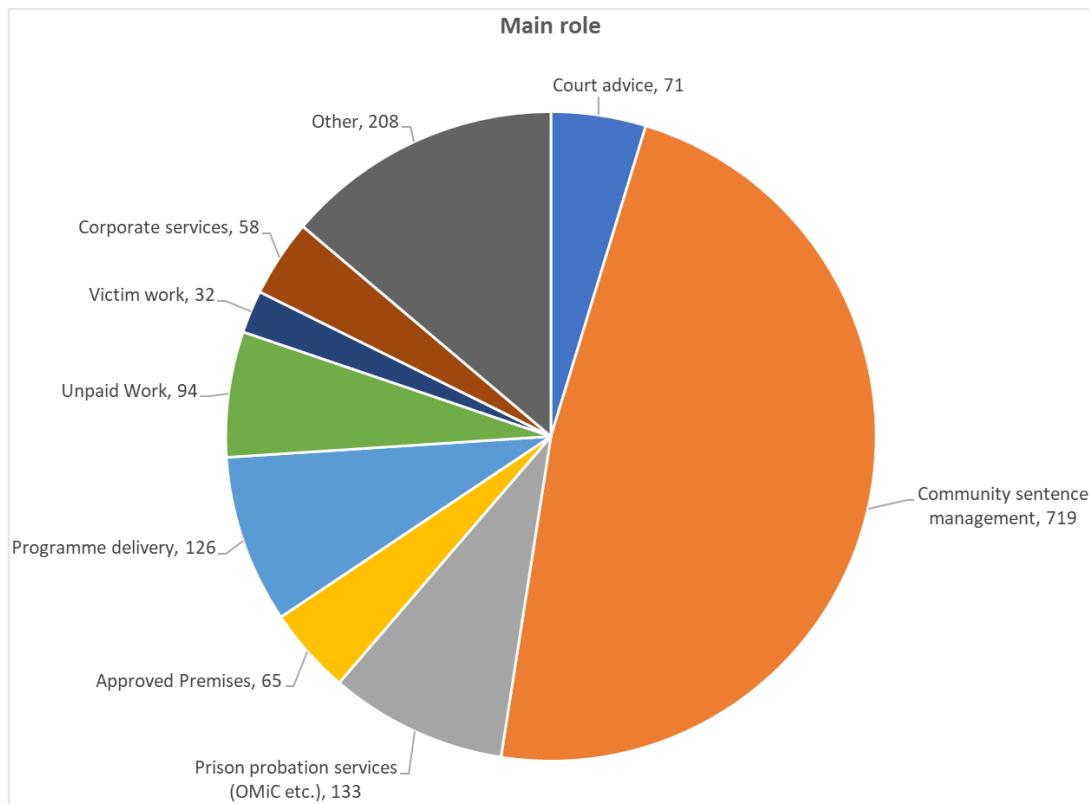
² Her Majesty's Prison and Probation Service workforce quarterly: June 2021

Variable	Survey respondents	Number of staff in post (June 2021)	% staff responded
Grade			
Senior Probation Officer	208	1,264	16%
Probation Officer	444	4,456	10%
Probation Service Officer	430	5,695	8%
Trainee Probation Officer	64	-	-
Age			
Less than 30 years (18 – 30)	199	3,096	6%
30-39 (31 – 40)	264	4,125	6%
40-49 (41 – 50)	374	4,394	9%
50-59 (51 – 60)	345	4,380	8%
60 or more (Over 60)	148	2,016	7%
Sex			
Men	342	4,249	8%
Women	1,039	13,762	8%
Hours worked			
Full time	1,266	13,971	9%
Part time	231	4,040	6%
Ethnic group			
White	1,241	9,006	14%
Ethnic minorities	115	1,662	7%

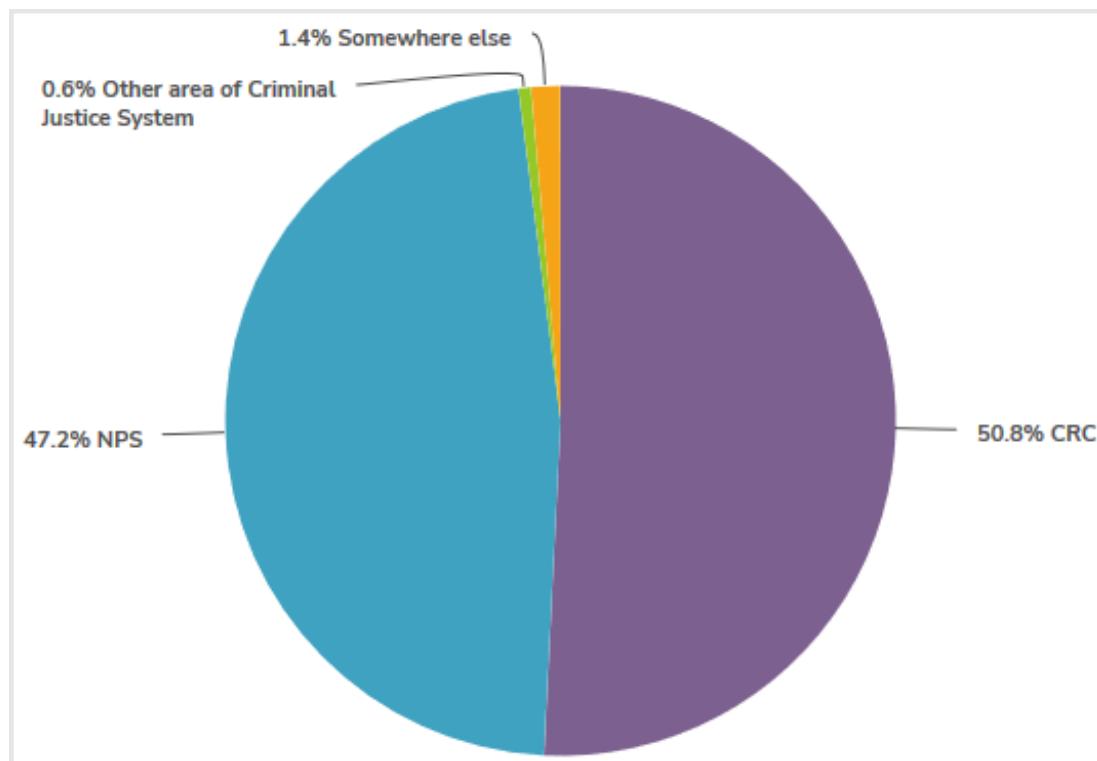
Senior Probation Officers (SPO), Probation Officers (PO), Probation Service Officers (PSO), and Trainee Probation Officers (TPO) make up three quarters of our respondents. Within the 'Other' category are residential workers, case admin staff, trainers, and programme delivery workers.



Around half (48%) of respondents worked directly upon community sentence management. The next largest category was 'Other' (14%) who again described a variety of admin, reception, Through-the-Gate, supervision, training and performance roles which were, or were close to, operational probation work. We can thus be confident that we have captured views from a broad range of frontline staff.



Former CRC and NPS respondents are fairly evenly distributed in the survey sample.



2. Findings

The findings presented in this report are based upon the 1,534 responses to our e-survey. In the following sections, we report:

- (i) key quantitative findings
- (ii) the main themes from the responses to the open-ended questions.

2.1 Analysis of key survey questions

A summary of the responses to the probation staff survey are reported in full in Annex B.

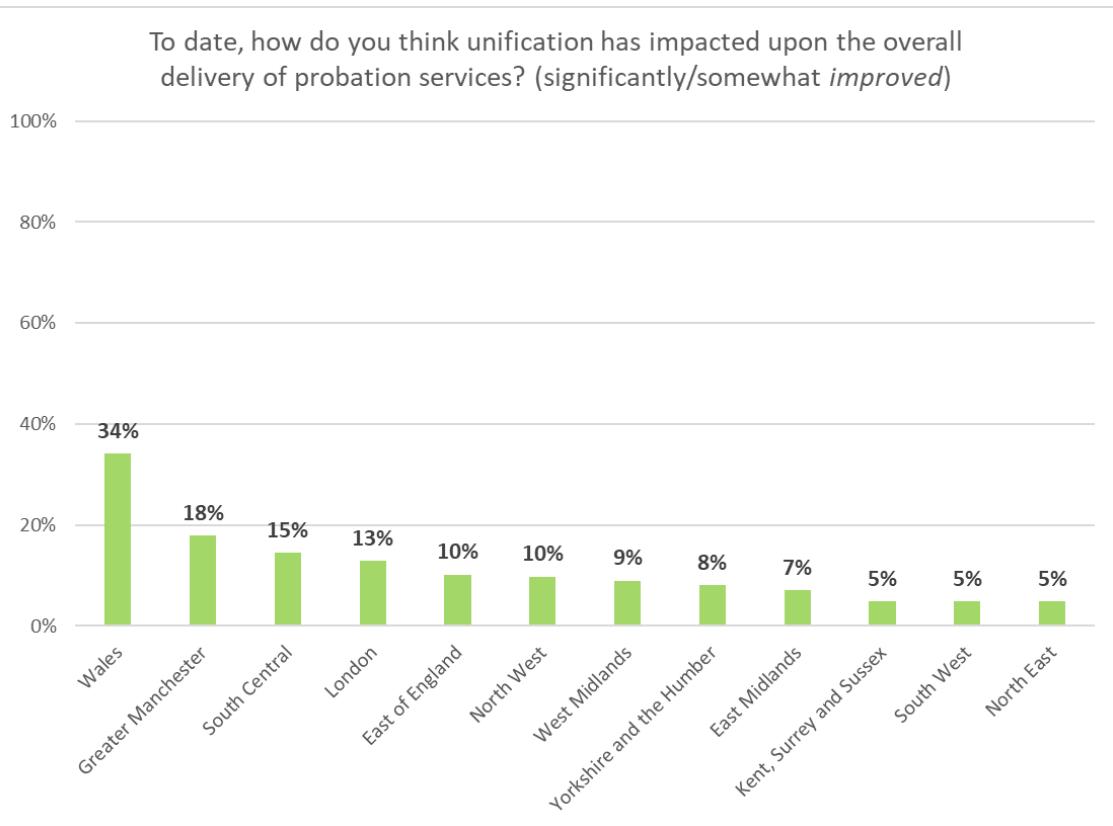
To identify key drivers of the staff responses (reported in the following sub-sections), binary logistic regression was used, examining which sub-group differences were significant when accounting for the relationship between variables. The following variables were entered into the regression models: region, former CRC or NPS, length of service, work pattern, ethnicity, sex, and the grades of SPO, PO, PSO and TPO (the variety of roles and grades precludes using 'other' grades).³

2.1.1 Overall view of unification

Most staff (52%) had not formed a definitive view of unification at this stage (September/October 2021). The largest proportion stated they had seen *no change* (28%), an especially strong view among former NPS staff (34%). Only 12% of the probation frontline had formed the view that they believed unification had significantly (2%) or somewhat (10%) improved probation service delivery.

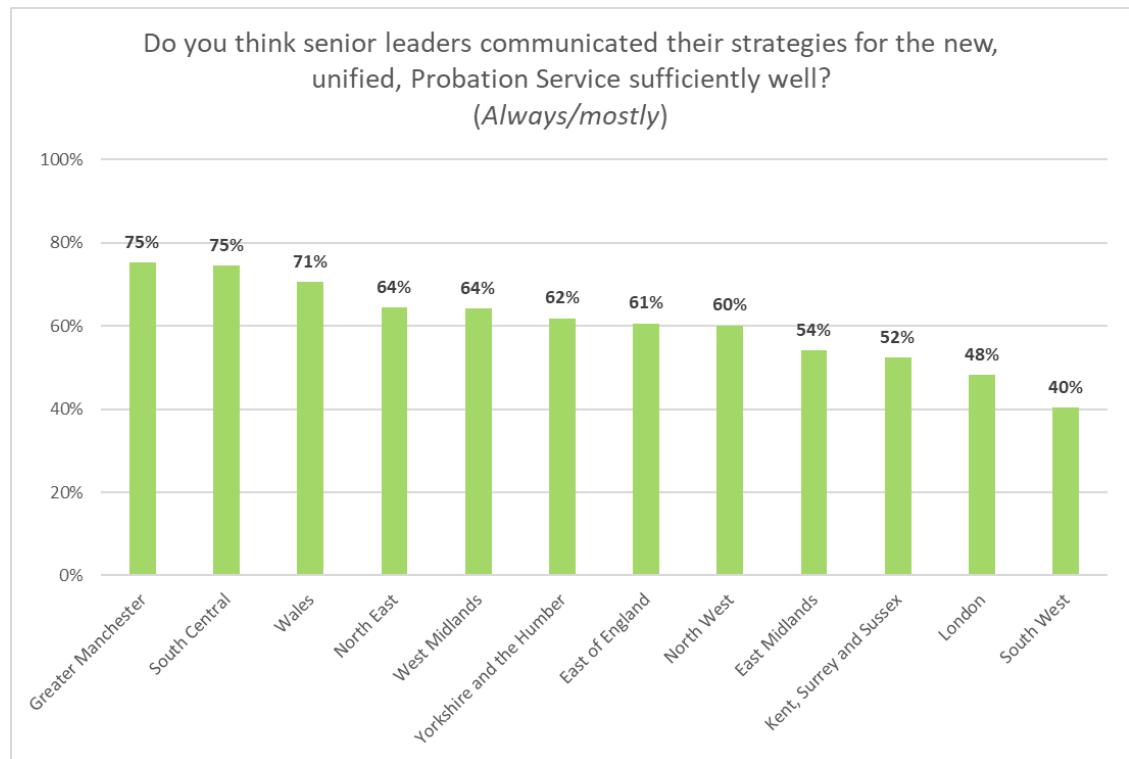
Regression analysis reveals that probation region was a key driver of orientation to unification. It is notable that those who worked in Wales were more likely to be *positive* (34%) about unification, which for them had longer to bed in.

³ The independent variables were entered using a forward stepwise approach, incorporating the most significant variables in turn (statistical significance <0.5) and then removing them at a later stage if necessary (significance >0.1). This approach was considered appropriate as the analysis was exploratory in nature and there was no clear evidence as to the relative importance of various independent variables. Associations which were found to be statistically significant are highlighted in the bulletin, i.e. those unlikely to have occurred randomly or by chance.



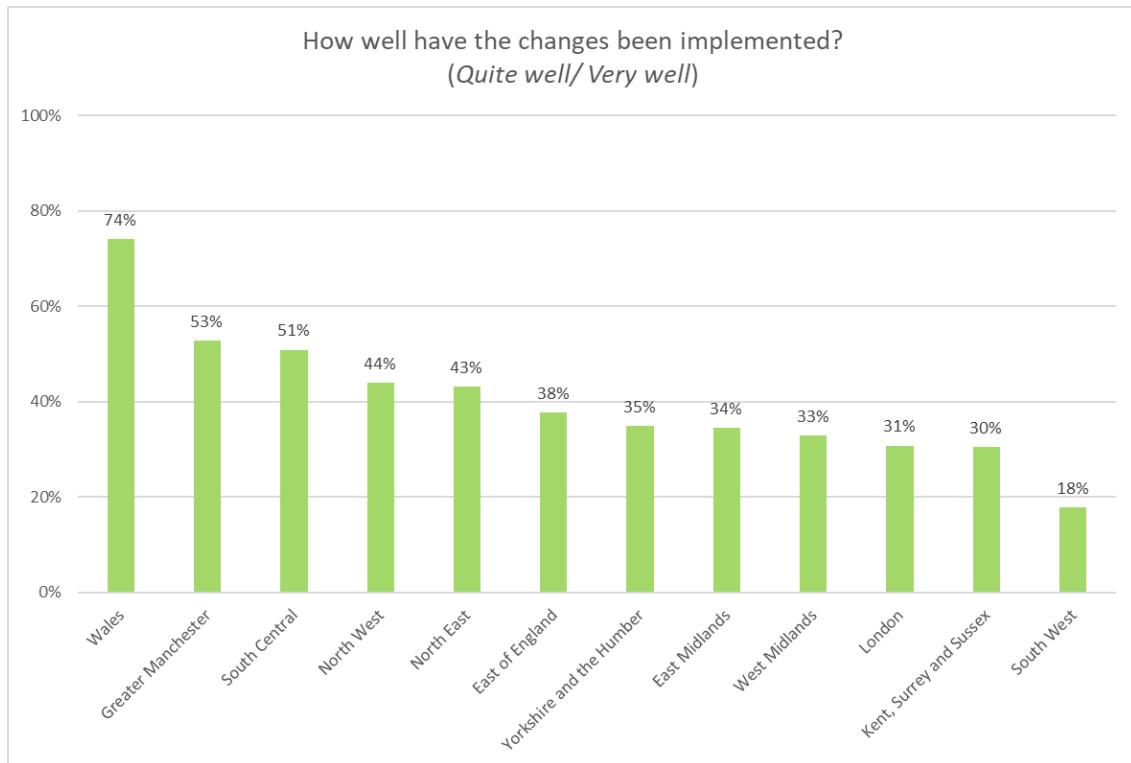
2.1.2 Communication from senior leaders

Less than two in three (61%) of the respondents thought that senior leaders had communicated their unification strategies sufficiently well. There was considerable regional variation, with the South West notably critical.

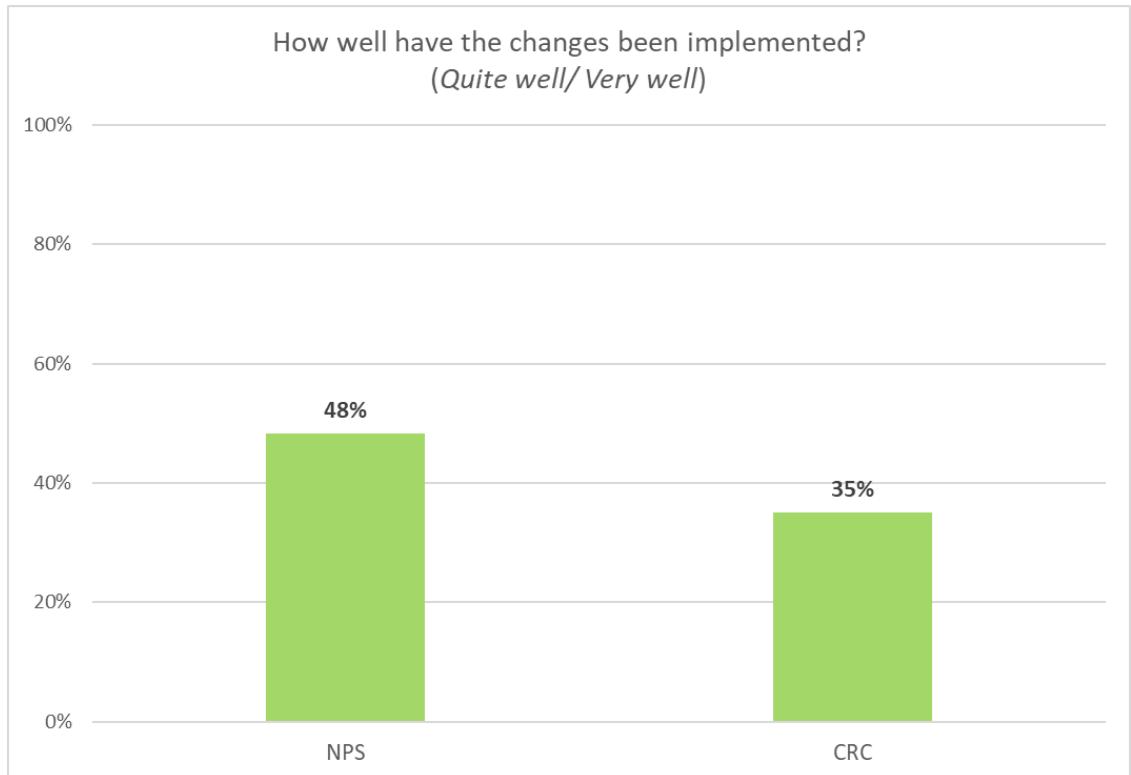


2.1.3 Implementation of the changes

Less than half (42%) responded that the unification changes had been implemented well. Significant regional variation was again seen; notably high satisfaction in Wales, and notably low in the South West.

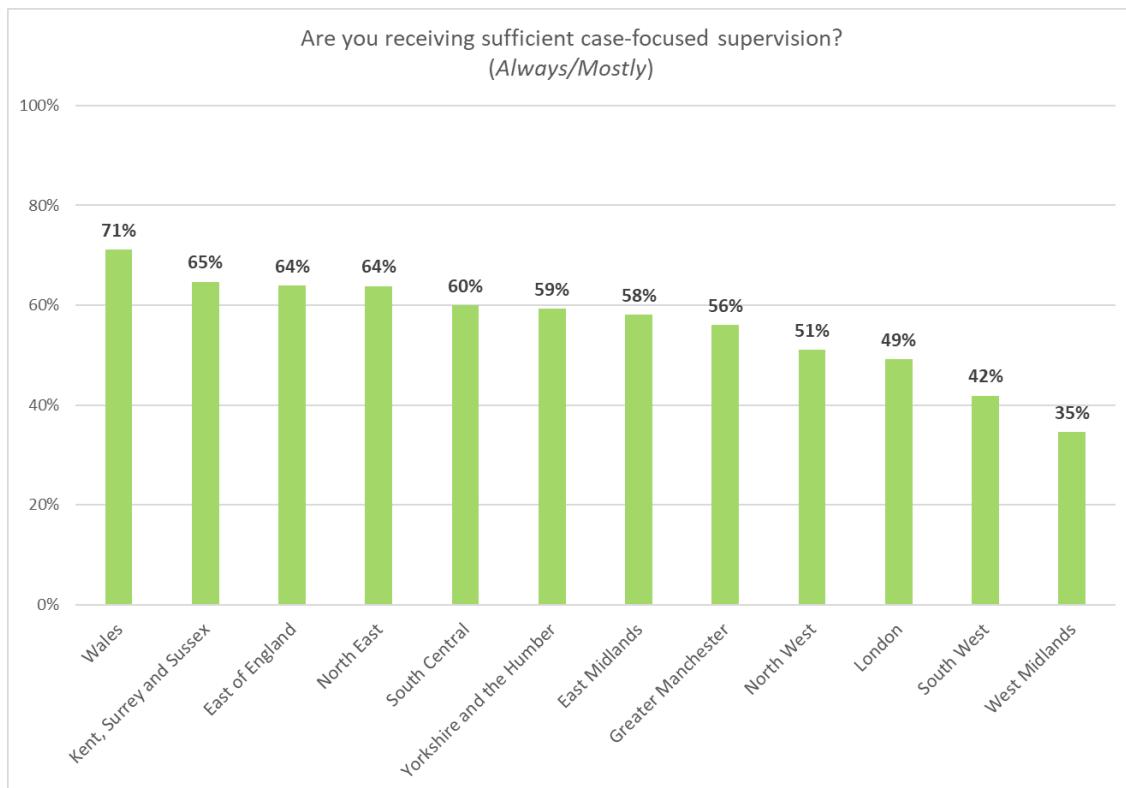


Former CRC employees were significantly less satisfied with the implementation of the changes than former NPS employees; positive response rates of 35% and 48% respectively.

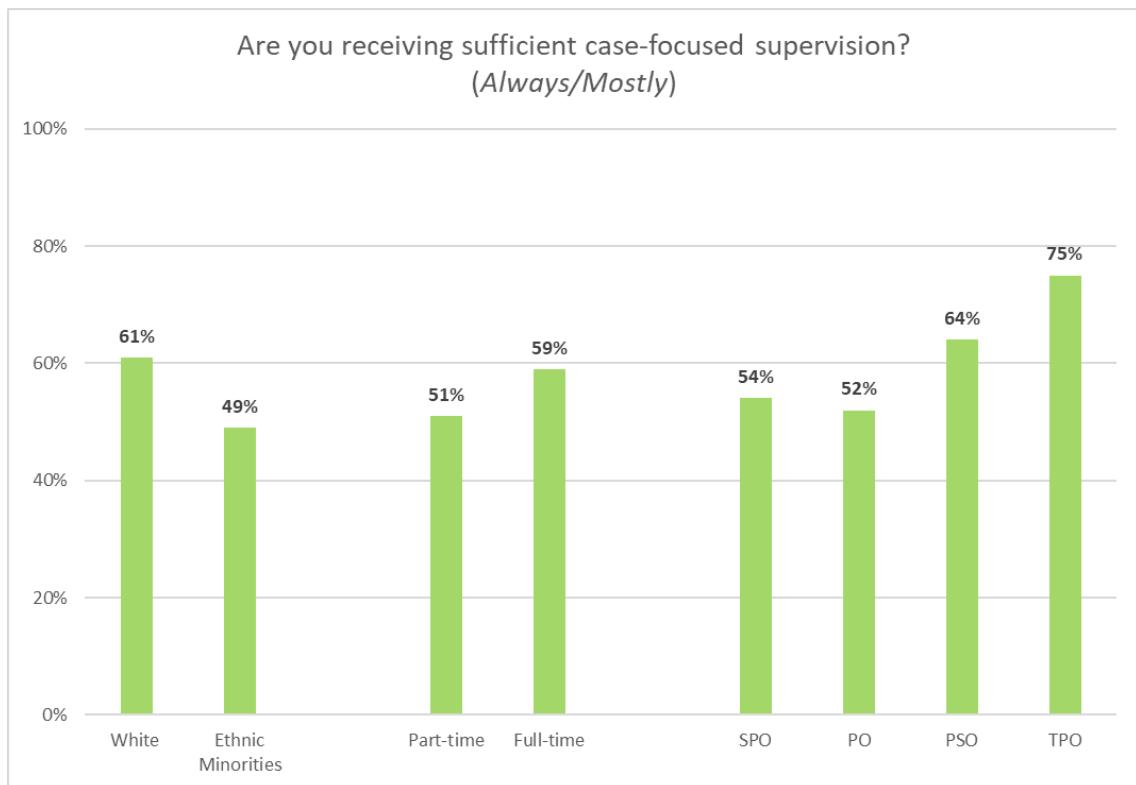


2.1.4 Case-focused supervision

Central to the success of probation practice is management support and the space for reflection on individual cases. Over half (58%) of the survey respondents were satisfied that they were receiving case-focused supervision. (For a third this question was not applicable.) Again, region was a key driver, with Wales recording the highest satisfaction level, and notably low satisfaction levels for this question within the South West and West Midlands.



Ethnic minority staff were less likely to respond that they were receiving sufficient case-focused supervision (*Always/Mostly*) than their white peers (61%). This finding is of especial concern. Part-time employees were less likely (51%) to respond positively than their full-time colleagues (59%), and there were further differences by grade; majorities of PSOs (64%) and TPOs (75%) responded that they were receiving sufficient supervision, compared to around half of SPOs and POs.

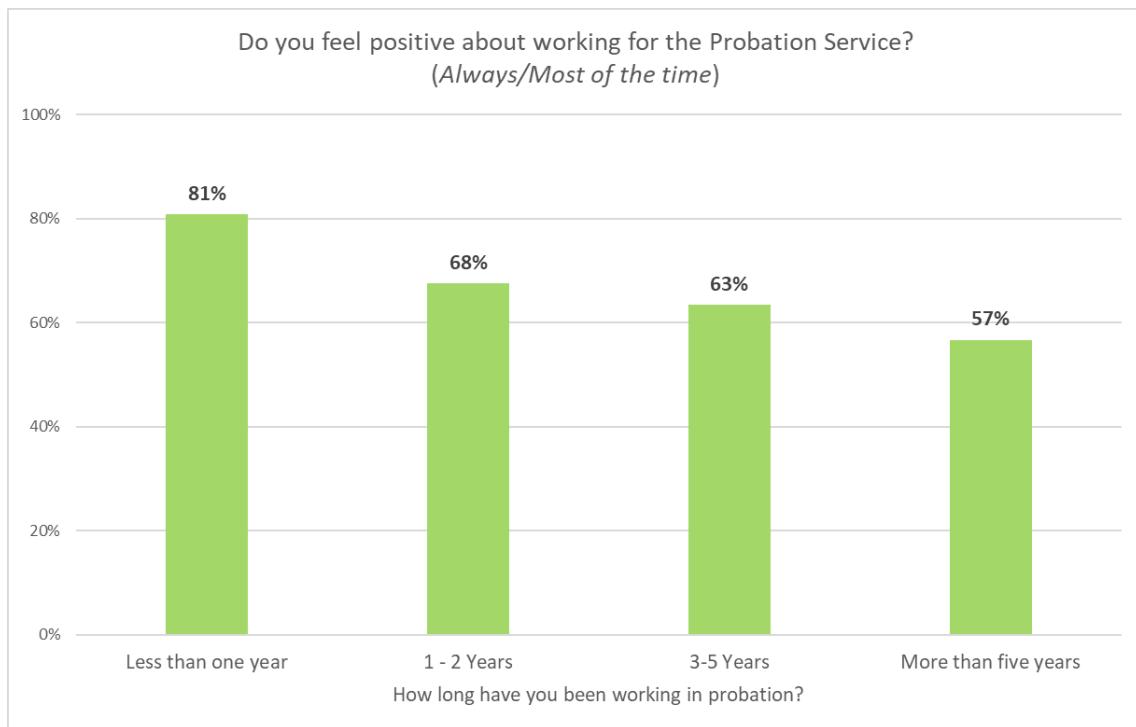


2.1.5 Positive about working in probation

Business research⁴ suggests that pride in the employing organisation is a key component of employee engagement. We asked probation workers whether they felt positive about working for the Probation Service: 13% always did, and 47% did most of the time.

The key driver of positive orientation to working for the new service was length of service, with those who have worked for more than five years being less likely (57%) to be positive about working in probation. We do not have within this survey all the necessary data to fully understand this finding; there may be other variables such as the frequency and quality of supervision that are important. Clearly, however, newly employed staff have not experienced the impacts of recent major reforms across the probation service – unification is the fourth major structural reorganisation for probation over the last 20 years.

⁴ For example: *Company pride: a key to employee engagement*. Jostle.com <https://tinyurl.com/wyeu3w>



2.2 Analysis of commentary

Our survey had three open text questions:

- Is there anything that you think has been done particularly well in managing the changes? Please tell us more
- Is there anything you think should have been done differently in managing the changes? Please tell us more
- Please add any further comments about your experience of the changes

The responses across the three questions tended to converge upon general themes. We have thus analysed the commentary in aggregate and drawn out these key themes. We identify region and former organisation for direct quotes. As we assured strict confidentiality, no further identifiers are given.

2.2.1 Serious divisions exist between former CRC and NPS staff

The new service faces the challenge of helping to foster a new identity for all staff, and leave behind the divisions of *Transforming Rehabilitation*. Many former CRC staff told us they have felt disrespected during unification, that their skills and knowledge have been minimised, and they have been condescended to and treated as inferior. These comments from ex-CRC staff sum up the frustration:

"There is a clear sense that some staff and managers within what was NPS NW believe that anyone from the CRC is not competent." (Greater Manchester, CRC)

"CRC staff were treated like new employees with no acknowledgment of existing skills." (West Midlands, CRC)

"CRC staff have been treated like second class citizens.....awful!" (London, CRC)

"Not enough has been done to address the culture of us and them. As a member of CRC staff I am made to feel second rate to NPS staff." (East Midlands, CRC)

This statement from a former NPS employee indicates the type of attitude that needs to change:

"CRC managers / staff should not be job-matched into position that were not vacant. CRC SPOs should not be managing NPS staff." (London NPS)

This experience related by a former CRC employee reinforces the point:

"An example of legacy NPS/CRC stigma is one I experienced first-hand. I completed a handover with a legacy NPS colleague who was shocked that I was able to 'act with such professionalism' as normally his dealings with CRC colleagues was below par." (East Midlands, CRC)

Some believe they have been treated unfairly in work allocation and access to resources:

"NPS [are] being allowed to 'cherry pick' the most complex cases to give to CRC colleagues." (North East, CRC)

"Little has been put in place for CRC staff in terms of admin support or liaison with the courts. Legacy CRC still feels like a "bolt on" and lesser cousin of legacy NPS." (West Midlands, CRC)

Some ex-NPS colleagues feel colocation may help promote unity:

"In the local area where I work, physically and culturally things are very different, we still work from separate offices and it is very much day-to-day working that nothing has changed and it is still 'CRC and NPS'." (North East, NPS)

These negative experiences are leading to a degree of nostalgia for CRCs:

"Empty promises... "Best of both worlds" is absolutely not the reality. In a way I'd rather we'd been told that we're joining NPS rather than paint a picture of a new collaborative organisation because they haven't been able or willing to deliver this. We had a great SMT in the CRC who were genuinely supportive and transparent in their leadership approach...now I have no idea who anyone is. We've gone from having 4 senior leaders to having 40. I feel like a very small fish in a huge pond and somewhere there is a hole in the pond lining." (North West, CRC)

"NPS legacy staff believe that I and my colleagues are lacking in the experience they feel they have over us. Not good. Still a division. The office I will be moving to is like a step back in time from what I am used to. NPS legacy and CRC legacy seniors cannot agree on best practice, as NPS legacy seniors want us to "fit in with them, business as they know it", not helpful, I can't wait until I can leave." (West Midlands, CRC)

"CRC staff are viewed as the poor relative, and the ones who have a lot to learn. The reality is both services have valuable skills and experiences that should be explored and shared. CRCs had the capacity to be creative and you weren't restricted in your role in terms of what you could or couldn't do." (North East, CRC)

"The CRC had a slimline way of working and it appears that the NPS haven't progressed any new systems in the last seven years since the split. All the information now is parked and referred to as NPS rather than The Probation Service, which is supposed to be a new organisation taking the best bits of the CRC and NPS to bring a new service to PoP and Probation Practitioners. Instead - the feeling is that it is still and will remain the NPS." (Greater Manchester, CRC)

"I personally think the way CRC worked was a more efficient way and cared about their employees. Staff were not just a 'number'." (North East, CRC)

Some ex-NPS staff have themselves felt left out during the process:

"There is a heavily CRC to Probation Service emphasis for the change activity, which is understandable. Ex NPS staff have been largely overlooked in the Unification process." (Greater Manchester, NPS)

"I am a PQIP who was seconded to the CRC when I started my training. The transition for me has been awful as I have been missed out of communications as I did not feel like I belonged to either CRC or NPS. Even though I have always been a NPS employee I have missed out on things due to my secondment. It has massively impacted my training." (West Midlands, NPS)

2.2.2 The rapid pace of induction training was difficult for ex-CRC staff

Many ex-CRC staff comments concerned information overload and the demanding pace of training immediately after unification:

"There has been a lack of support re: new systems and negotiating processes for legacy CRC staff. Understanding is often assumed and accessing information and processes can be very time consuming. Time has not been set aside for legacy CRC staff to complete required training. My workload is currently excessive, and I am working a 10 - 12 hour day and often one day at the weekend as standard. I do not get overtime and cannot take time off due to the pressures of work. This is neither acceptable or sustainable." (Greater Manchester, CRC)

"Moving from CRC to NPS is difficult. Being bombarded with information left, right and centre whilst trying to manage caseload is difficult. I have found it stressful. I am very dubious about how 80 hours of online training is gonna help practitioners who haven't worked with MAPPA cases for years. It is very important the legacy CRC staff are supported and are monitored when they start having MAPPA cases again." (West Midlands, CRC)

"My experience of the changes has been that high-minded missives are sent out from senior managers saying how wonderful it's all going to be but this aspirational vision then gets totally lost and bears no resemblance at all to the implementation. It has been chaotic and stressful, with no sign of any positives in the near future." (Kent, Surrey and Sussex, CRC)

"Legacy CRC staff have received a significant influx of new information, guidance and training, which has been wholly overwhelming." (South West, CRC)

"Too much information sent out in email. It was information overload. Changes should have been sequenced over a longer period." (East of England, NPS)

2.2.3 High workloads and caseloads have made unification even more difficult

Unification came at a difficult point in history as we emerge from the pandemic lockdowns. We have previously noted the pre-existing negative impact of high workloads and caseloads on probation work and staff (HMI Probation, 2021). Unification made those existing pressures of workload and caseload more acute, and staff felt this was not appreciated by senior leaders.

"Unification needed to happen. We shouldn't have split in the first place, however, the workload has increased at a very quick pace which has been overwhelming and unmanageable, particularly at a time when there are lots of system changes." (East Midlands, NPS)

"Senior Leaders had an unrealistic idea that once caseloads merged, workload would become more manageable, without recognising that unless staff are retained or replaced or indeed recruited, the issue of significantly high caseloads will remain. The staff training

programme, particularly the timescales in which this needs to be completed, is unrealistic, given that staff don't have the time to complete their daily tasks, let alone required training." (East Midlands, NPS)

"I went from feeling confident and at the top of my game to feeling isolated, stupid, scared and now lacking in confidence. Caseloads are dangerously high, staff going off sick, important work being missed." (West Midlands, CRC)

"CRC staff should have been given some workload allowance to enable them to attend all of the Teams events, training events, and to have time to read all of the documents which have been sent via email, etc." (North East, CRC)

"Caseload is way too high. Workload and pressure is too high. Impact on mental health causing me to leave probation." (Wales, NPS)

2.2.4 For some, new ICT and associated problems have been exhausting

Quite a number of staff were concerned that their new laptops and ICT systems were not functioning well, and there was a lack of training and documentation available to staff. Many were again frustrated that there was not enough time allowed to get to grips with the new systems.

"I don't think we had enough IT support from the organisation and as most of the systems changed we were left stressed with trying to work things out for ourselves." (North East, CRC)

"IT systems should be fit for purpose." (Yorkshire and the Humber, CRC)

"The new plethora of IT systems could have been staggered rather than arriving all at once." (East Midlands, CRC)

However, a few staff were pleased with the new kit.

"I felt like the IT changes went quite well and we have got a better system now." (North East, CRC)

2.2.5 Other issues raised

Some staff had more personal and detailed criticisms of their unification experience, such as:

- disputes about the regrading exercise
- problems with getting paid on time and the right amount
- the civil service 'bureaucracy'
- the new premises being of lower quality than the former CRC premises.

2.2.6 Some staff take a more positive view of unification

Some staff expressed a more positive orientation to unification. The following comments reflect the view of those who are taking a longer-term, perhaps more realistic, view of the changes:

"Superficially, little seems to have changed so far though I acknowledge we are early into the unification process." (Greater Manchester, NPS)

"I think it would have been a lot different without Covid-19." (Yorkshire and the Humber, NPS)

"Things look like they may be starting to embed slowly, but it does feel like we hit reunification before anyone was quite certain how it would all pan out, which has led to some confusion for all involved." (Kent, Surrey and Sussex, NPS)

Some were glad to 'be back' in a unified probation service, working with new and old colleagues:

"I think it is really positive that we are unifying, and this is a step in the right direction and is welcomed from staff. There is a general feeling that it will take a long time to recover from the split, particularly with the current staffing issues but this is something that staff want to work towards." (Greater Manchester, NPS)

"We have been told many times that legacy CRC colleagues will be anxious about the changes and we should be nice/friendly with them. That has really annoyed me - why would there be any thought that we would not be friendly???" (Greater Manchester, NPS)

"So much information, opportunities and training, really looking forward to my new career." (Greater Manchester, Other)

"Overall, it has been a very smooth transition. So nice to have a decent IT service. NPS people have been very welcoming and I think we've all adapted really well to the changes considering the pandemic in the mix as well." (East Midlands, CRC)

"Prior to unification there was a "them" and "us" divide between NPS and CRC staff with NPS staff appearing to occupy the moral high ground. This changed completely after unification and I was pleased with the warm welcome we received in our shared building where former NPS staff went out of their way to implement re-integration of the former CRC staff." (London, CRC)

"I think it has gone smoothly for me personally - no issues." (East of England, CRC)

"I'm happy about the recent changes. I've been in the service for over 20 years and witnessed what feels like continual change, some of which for no good reason, and sometimes only to revert back to the way it was before! Maybe let the model settle down and just tweak to improve delivery as required, please." (Wales, NPS)

3. Conclusion

Probation staff have divided views about the unified service at this, relatively early, point in the life of the new organisation. Around half are as yet undecided whether unification has improved the service on the ground.

Former CRC staff are more likely to have a negative view, driven by experiences of being made to feel less worthy than their former NPS colleagues. An effort at all levels of management is needed to counteract any condescension and insults being experienced; former CRC staff skills and professionalism need to be valued, and any regressive attitudes need to be suppressed.

Another source of the dissatisfaction amongst former CRC staff was the rushed and stressful induction process, characterised by information overload, and exacerbated by ICT problems and lack of time for training.

Wales emerges as an area where frontline staff have more confidence in senior leadership, and more satisfaction with the processes of unification. While it is possible that the longer run-in period has softened memories of merger, there would appear to be positive lessons to be learnt from the Welsh experience in terms of building a more optimistic work culture.

It was concerning that ethnic minority staff reported less case focused supervision than their white colleagues. This finding needs to be investigated further by senior leaders in the service with an 'explain or reform' focus.

Although it was disappointing to find that only six in ten felt pride in working in probation (but higher for recently employed staff), many probation staff told us they were positive about the future and pleased to be 'back' in a unified service. Around half of staff do not have a settled view on unification, and there is the potential for positive engagement if service leaders can build an inclusive workplace.

Service leaders have a great challenge ahead to foster this all-important inclusive culture based upon shared probation values, mutual respect, manageable workloads and blended caseloads, space for reflective learning, and meaningful line management. These survey findings help to identify the threats and the promising currents of opinion to undertake that task.

Annex A: The survey questions

Probation Service Practitioner Survey 2021 – Your views about unification and the new Probation Service

1) Within which region do you work?

- East Midlands
- East of England
- Greater Manchester
- Kent, Surrey and Sussex
- London
- North East
- North West
- South Central
- South West
- Wales
- West Midlands
- Yorkshire and the Humber

2) What is your main role?

- Court advice
- Community sentence management
- Prison probation services (OMiC etc.)
- Approved Premises
- Programme delivery
- Unpaid Work
- Victim work
- Corporate services
- Other - Write In: _____

3) Prior to unification, did you work for a CRC or for the NPS, or somewhere else?

- CRC
- NPS
- Other area of Criminal Justice System
- Somewhere else

4) Do you think senior leaders communicated their strategies for the new, unified, Probation Service sufficiently well?

- Always
- Most of the time
- Not that often
- Not at all

5) How well have the changes been implemented?

- () Very well
- () Quite well
- () Not so well
- () Not at all well

6) How satisfied were you with the guidance you received about how to manage your work at the point of unification?

- () Very Satisfied
- () Quite Satisfied
- () Not so satisfied
- () Not at all satisfied

7) Have managers paid sufficient attention to staff wellbeing?

- () Always
- () Most of the time
- () Not that often
- () Not at all

8) What is your current caseload?

- () N/A
- () 1-20
- () 21-30
- () 31-40
- () 41-50
- () 51-60
- () 61-70
- () 71+

9) Is your workload currently manageable?

- () Very manageable
- () Quite manageable
- () Not so manageable
- () Not at all manageable
- () Not applicable

10) Are you receiving sufficient case-focused supervision?

- () Always
- () Most of the time
- () Not that often
- () Not at all
- () Not applicable

11) Do you currently have sufficient access to appropriate training and development opportunities?

- Always
- Most of the time
- Not that often
- Not at all

12) Do you currently have access to a sufficient range of services (in-house or through commissioned services) to meet the needs of people on probation?

- Always
- Most of the time
- Not that often
- Not at all

13) Do you currently have sufficient access to services and agencies to manage the risk of harm to others?

- Always
- Most of the time
- Not that often
- Not at all

14) How satisfied are you that the current premises and offices support the delivery of appropriate work and the effective engagement of people on probation?

- Very Satisfied
- Quite Satisfied
- Not so satisfied
- Not at all satisfied

15) How satisfied are you that the ICT systems currently enable you to deliver your work in a timely way, and to access information as required?

- Very Satisfied
- Quite Satisfied
- Not so satisfied
- Not at all satisfied

16) To date, how do you think unification has impacted upon the overall delivery of probation services?

- Significantly improved delivery
- Somewhat improved delivery
- No change
- Somewhat worsened delivery
- Significantly worsened delivery
- It's too early to say
- Don't know

17) Do you feel positive about working for the Probation Service?

- Always
- Most of the time
- Not that often
- Not at all

18) Is there anything that you think has been done particularly well in managing the changes?

- Yes
- No

19) Please tell us more about managing the changes

20) Is there anything you think should have been done differently in managing the changes?

- Yes
- No

21) Please tell us more

22) Please add any further comments about your experience of the changes

23) How long have you been working in probation?

- Less than one year
- 1 - 2 years
- 3 – 5 Years
- More than five years

24) Hours worked

- Full-time
- Part-time
- Prefer not to say

25) Grade

- Senior Probation Officer
- Probation Officer or equivalent
- Probation Service Officer or equivalent
- Trainee Probation Officer
- Other - please tell us: _____

26) Sex

- Male
- Female
- Prefer not to say

27) Is your gender the same as the sex you were registered at birth?

- Yes
- If No, please enter the term you use to describe your gender:

- Prefer not to say

28) Age

- 18-30
- 31-40
- 41-50
- 51-60
- 60 +
- Prefer not to say

29) What is your ethnic group?

- White - English/Welsh/Scottish/Northern Irish/British
- White - Irish
- White - Gypsy or Irish traveller
- Any other White background, please describe:

- White and Black Caribbean
- White and Black African
- White and Asian
- Any other Mixed/Multiple ethnic background, please describe:

- Indian
- Pakistani
- Bangladeshi
- Chinese

() Any other Asian background, please describe:

() Black African

() Black Caribbean

() Any other Black/African/Caribbean background, please describe:

() Arab

() Any other ethnic group, please describe:

() Prefer not to say

Annex B: Summary of responses

Table B1: Responses by geographical area

Survey question	% positive responses													
	All	East Midlands	East of England	Greater Manchester	Kent, Surrey and Sussex	London	North East	North West	South Central	South West	Wales	West Midlands	Yorkshire and the Humber	
Do you think senior leaders communicated their strategies for the new, unified, Probation Service sufficiently well?	61%	54%	61%	75%	52%	48%	64%	60%	75%	40%	71%	64%	62%	
How well have the changes been implemented?	42%	34%	38%	53%	30%	31%	43%	44%	51%	18%	74%	33%	35%	
How satisfied were you with the guidance you received about how to manage your work at the point of unification?	45%	39%	37%	55%	48%	37%	47%	47%	60%	26%	71%	33%	39%	
Have managers paid sufficient attention to staff wellbeing?	52%	44%	52%	65%	59%	40%	59%	48%	62%	39%	56%	39%	53%	
Is your workload currently manageable?	49%	40%	49%	52%	53%	47%	59%	50%	52%	43%	56%	47%	42%	
Are you receiving sufficient case-focused supervision?	58%	58%	64%	56%	65%	49%	64%	51%	60%	42%	71%	35%	59%	
Do you currently have sufficient access to appropriate training and development opportunities?	60%	50%	62%	70%	56%	41%	69%	56%	68%	58%	75%	46%	57%	

	% positive responses													
Survey question	All	East Midlands	East of England	Greater Manchester	Kent, Surrey and Sussex	London	North East	North West	South Central	South West	Wales	West Midlands	Yorkshire and the Humber	
Do you currently have access to a sufficient range of services (in-house or through commissioned services) to meet the needs of people on probation?	53%	46%	47%	52%	47%	43%	61%	45%	61%	53%	70%	56%	61%	
Do you currently have sufficient access to services and agencies to manage the risk of harm to others?	68%	62%	70%	69%	67%	48%	84%	66%	75%	62%	82%	67%	67%	
How satisfied are you that the current premises and offices support the delivery of appropriate work and the effective engagement of people on probation?	52%	45%	59%	59%	58%	41%	44%	55%	60%	55%	65%	42%	45%	
How satisfied are you that the ICT systems currently enable you to deliver your work in a timely way, and to access info	62%	65%	65%	69%	52%	56%	51%	59%	65%	53%	62%	60%	66%	
To date, how do you think unification has impacted upon the overall delivery of probation services? ⁵	12%	7%	10%	18%	5%	13%	5%	10%	15%	5%	34%	9%	8%	
Do you feel positive about working for the Probation Service?	60%	54%	59%	66%	63%	52%	61%	61%	70%	53%	69%	48%	58%	
Is there anything that you think has been done particularly well in managing the changes? (Yes)	23%	23%	24%	27%	22%	25%	26%	24%	26%	13%	22%	23%	21%	

⁵ This question includes the responses: *It's too early to say*, *No Change*, and *Don't Know*. The other question responses did not allow neutral responses.

% positive responses														
Survey question	All	East Midlands	East of England	Greater Manchester	Kent, Surrey and Sussex	London	North East	North West	South Central	South West	Wales	West Midlands	Yorkshire and the Humber	
Is there anything you think should have been done differently in managing the changes? (Yes)	71%	85%	80%	65%	77%	73%	72%	61%	68%	80%	39%	80%	72%	

Table B2: Responses by employment profile

Survey question	% positive responses												
	All	Former NPS	Former CRC	SPO	PO	PSO	TPO	Part Time	Full Time	Less than 1 Year	1 -2 Years	3 - 5 Years	More than 5 Years
Do you think senior leaders communicated their strategies for the new, unified, Probation Service sufficiently well?	61%	62%	61%	63%	56%	66%	59%	65%	62%	64%	63%	58%	62%
How well have the changes been implemented?	42%	48%	35%	37%	38%	44%	45%	45%	42%	52%	47%	43%	40%
How satisfied were you with the guidance you received about how to manage your work at the point of unification?	45%	55%	36%	43%	42%	46%	55%	50%	46%	64%	48%	43%	44%
Have managers paid sufficient attention to staff wellbeing?	52%	54%	50%	56%	41%	59%	48%	52%	53%	68%	62%	51%	50%
Is your workload currently manageable?	49%	49%	47%	50%	28%	37%	54%	71%	51%	49%	73%	59%	51%
Are you receiving sufficient case-focused supervision?	58%	60%	55%	54%	52%	64%	75%	51%	59%	67%	67%	65%	54%
Do you currently have sufficient access to appropriate training and development opportunities?	53%	61%	58%	54%	53%	63%	92%	56%	60%	71%	71%	69%	56%
Do you currently have access to a sufficient range of services (in-house or through commissioned services) to meet the needs of people on probation?	53%	53%	53%	54%	44%	54%	61%	53%	54%	72%	60%	54%	51%
Do you currently have sufficient access to services and agencies to manage the risk of harm to others?	68%	67%	68%	71%	61%	71%	67%	69%	68%	81%	71%	62%	68%

Survey question	% positive responses													
	All	Former NPS	Former CRC	SPO	PO	PSO	TPO	Part Time	Full Time	Less than 1 Year	1 -2 Years	3 - 5 Years	More than 5 Years	
How satisfied are you that the current premises and offices support the delivery of appropriate work and the effective engagement of people on probation?	52%	50%	54%	52%	43%	57%	55%	56%	52%	76%	58%	54%	50%	
How satisfied are you that the ICT systems currently enable you to deliver your work in a timely way, and to access info	62%	57%	66%	58%	51%	70%	70%	64%	62%	69%	70%	62%	60%	
To date, how do you think unification has impacted upon the overall delivery of probation services? ⁶	12%	13%	11%	8%	11%	15%	11%	16%	11%	10%	10%	12%	12%	
Do you feel positive about working for the Probation Service?	60%	63%	57%	59%	50%	62%	66%	61%	61%	81%	68%	63%	57%	
Is there anything that you think has been done particularly well in managing the changes? (Yes)	23%	23%	24%	30%	16%	26%	19%	23%	24%	15%	21%	24%	24%	
Is there anything you think should have been done differently in managing the changes? (Yes)	71%	61%	80%	85%	74%	65%	56%	67%	71%	55%	59%	69%	74%	

⁶ This question includes the responses: *It's too early to say*, *No Change*, and *Don't Know*. The other question responses did not allow neutral responses.

Table B3: Responses by demographic profile

Survey question	% positive responses									
	All	18 - 30	31 - 40	41 - 50	51 - 60	60+	Men	Women	White Groups	Ethnic Minorities
Do you think senior leaders communicated their strategies for the new, unified, Probation Service sufficiently well?	61%	55%	65%	64%	68%	64%	59%	64%	64%	61%
How well have the changes been implemented?	42%	39%	44%	41%	48%	44%	39%	44%	43%	46%
How satisfied were you with the guidance you received about how to manage your work at the point of unification?	45%	42%	48%	47%	49%	47%	48%	46%	47%	50%
Have managers paid sufficient attention to staff wellbeing?	52%	54%	54%	51%	56%	57%	54%	53%	54%	54%
Is your workload currently manageable?	49%	54%	44%	50%	53%	53%	51%	50%	51%	51%
Are you receiving sufficient case-focused supervision?	58%	63%	64%	55%	57%	57%	58%	59%	61%	49%
Do you currently have sufficient access to appropriate training and development opportunities?	53%	69%	63%	59%	60%	57%	54%	63%	62%	50%
Do you currently have access to a sufficient range of services (in-house or through commissioned services) to meet the needs of people on probation?	53%	55%	55%	54%	58%	52%	52%	56%	55%	51%
Do you currently have sufficient access to services and agencies to manage the risk of harm to others?	68%	64%	68%	70%	74%	65%	63%	71%	70%	61%
How satisfied are you that the current premises and offices support the delivery of appropriate work and the effective engagement of people on probation?	52%	58%	53%	51%	57%	48%	49%	55%	54%	56%

Survey question	% positive responses									
	All	18 - 30	31 - 40	41 - 50	51 - 60	60+	Men	Women	White Groups	Ethnic Minorities
How satisfied are you that the ICT systems currently enable you to deliver your work in a timely way, and to access info	62%	65%	65%	67%	60%	58%	57%	65%	63%	70%
To date, how do you think unification has impacted upon the overall delivery of probation services? ⁷	12%	9%	15%	12%	14%	14%	13%	12%	12%	14%
Do you feel positive about working for the Probation Service?	60%	62%	61%	61%	63%	64%	60%	62%	62%	62%
Is there anything that you think has been done particularly well in managing the changes? (Yes)	23%	17%	23%	24%	26%	29%	26%	24%	23%	38%
Is there anything you think should have been done differently in managing the changes? (Yes)	71%	63%	67%	74%	68%	70%	69%	70%	71%	62%

⁷ This question includes the responses: *It's too early to say*, *No Change*, and *Don't Know*. The other question responses did not allow neutral responses.

Table B4: Responses by function

% positive responses

Survey Question	All	Community sentence management	Approved Premises	Corporate services	Court advice	Prison probation services (OMiC etc.)	Programme delivery	Unpaid Work	Victim work	Other
Do you think senior leaders communicated their strategies for the new, unified, Probation Service sufficiently well?	61%	60%	67%	67%	58%	54%	78%	54%	75%	60%
How well have the changes been implemented?	42%	35%	66%	31%	51%	38%	64%	32%	66%	45%
How satisfied were you with the guidance you received about how to manage your work at the point of unification?	45%	39%	69%	39%	58%	38%	71%	41%	66%	49%
Have managers paid sufficient attention to staff wellbeing?	52%	48%	57%	59%	61%	47%	75%	41%	69%	52%
Is your workload currently manageable?	49%	34%	76%	61%	55%	57%	78%	57%	61%	64%
Are you receiving sufficient case-focused supervision?	58%	60%	57%	0%	33%	51%	84%	39%	80%	46%
Do you currently have sufficient access to appropriate training and development opportunities?	53%	60%	76%	51%	46%	58%	65%	49%	63%	64%
Do you currently have access to a sufficient range of services (in-house or through commissioned services) to meet the needs of people on probation?	53%	50%	61%	55%	66%	38%	67%	38%	68%	63%
Do you currently have sufficient access to services and agencies to manage the risk of harm to others?	68%	65%	76%	60%	74%	62%	86%	59%	78%	75%
How satisfied are you that the current premises and offices support the delivery of appropriate work and the effective engagement of people on probation?	52%	49%	69%	62%	42%	49%	52%	52%	75%	59%
How satisfied are you that the ICT systems currently enable you to deliver your work in a timely way, and to access info	62%	60%	60%	64%	52%	56%	71%	67%	56%	66%

Survey Question	% positive responses									
	All	Community sentence management	Approved Premises	Corporate services	Court advice	Prison probation services (OMiC etc.)	Programme delivery	Unpaid Work	Victim work	Other
To date, how do you think unification has impacted upon the overall delivery of probation services? ⁸	12%	22%	43%	15%	64%	19%	34%	16%	31%	32%
Do you feel positive about working for the Probation Service?	60%	54%	79%	64%	62%	56%	75%	57%	66%	64%
Is there anything that you think has been done particularly well in managing the changes? (Yes)	23%	20%	29%	37%	26%	17%	31%	28%	39%	26%
Is there anything you think should have been done differently in managing the changes? (Yes)	71%	75%	27%	80%	54%	70%	70%	76%	64%	72%

Number of respondents										
<i>NB: Caution should be exercised for smaller samples, and please be aware of the large 'Other' category</i>	719	65	58	71	133	126	94	32	208	

⁸ This question includes the responses: *It's too early to say*, *No Change*, and *Don't Know*. The other question responses did not allow neutral responses.