**Purple Futures Community Rehabilitation Companies
Joint Napo/UNISON Members Stress Survey**

1. Introduction

Napo and UNISON represent staff who are employed in the following five Purple Futures Community Rehabilitation Companies (CRCs) owned by Interserve:

- Cheshire and Greater Manchester
- Hampshire and Isle of Wight
- Humberside/Lincolnshire/North Yorkshire
- Merseyside
- West Yorkshire

The government privatised these companies in February 2015, as part of a money saving project to 'transform' probation. Following contract award, Purple Futures set about introducing its operational model to run the companies as per its contract bid. Their model included significant staffing cuts and the outsourcing of some probation services to Interserve's Professional Service Centres (PSCs).

Napo and UNISON recognised that the working conditions which followed privatisation have had a big impact on the welfare of our members in the five Purple Futures CRCs. Occupational stress is the highest cause of staff sickness absence in the Purple Futures CRC contracts. The unions have discussed this problem with the company and suggested ways in which things could be improved for their members.

In order to gather more evidence of causes, symptoms and consequences of work-related stress, a confidential survey of all members working for Purple Futures was conducted in March 2017 using an on-line 'Survey Monkey' questionnaire. The questions in the survey were taken from the Health and Safety Executive (HSE) management standards indicator tool. These standards are recognised throughout industry as being best practice guidance in connection with managing stress at work.

The questions were based around six factors that the HSE have identified which contribute to the development of stress-related symptoms in the workplace. These are: control, demands (includes workloads), support, relationships, role and change.

The survey participants were also given the opportunity to add additional verbatim comments at the end of the questionnaire. This allowed respondents to identify other issues which were not necessarily captured in the survey questions. These verbatim responses are set out at Appendix A and provide an opportunity for the unions and Purple Futures to address the wider issues they raise.

307 surveys were completed, which equates to approximately 18% of the total Purple Futures CRC workforces.

2. Synopsis

This report is split into the following sections:

- Executive Summary
- Call for Action
- Survey Results
- Conclusions & Action
- Appendix A: Member comments

3. Executive Summary

3.1 The most striking results from the survey came from questions that focused on workloads, deadlines and work pressure:

- 89% of respondents said that they often or always have to work very intensively
- 79% that they often or always have to work very fast
- 70% often or always have to neglect some tasks because they have too much to do.
- 61% often or always considered themselves to have unrealistic time pressures
- 58% said that often or always different groups at work demand different things that are hard to combine
- 48% that they were unable to take sufficient breaks.
- 47% considered that they were pressured to work long hours.
- 46% believed that they often or always have unachievable deadlines.

3.2 There were similarly strong responses in relation to how the CRCs managed and communicated organisational change

- 69% said they disagreed, or strongly disagreed, that staff are always consulted about change at work
- 67% said they disagree, or strongly disagree, that when changes are made at work, they are clear about how they will work out in practice.
- Only 10% of respondents said that they were clear about how these changes would work in practice.
- 24% said they seldom or never understood how their work fits in.

3.3 The verbatim comments which most respondents gave at the end of the survey highlight in heartbreaking and heartfelt detail the concerns of members.

3.4 Call for Action

In response to the survey findings, Napo and UNISON call upon Purple Futures to:

- Establish a joint working group (as the HSE recommends) to oversee the stress identification and management process, and for this group to include adequate trade union representation.

- Remove the triggers for stress in the workplace and provide a safe system of work for all Purple Futures staff in relation to workload

- Ensure that individual and group stress risks assessment are completed and reviewed when necessary, and that trade union health and safety reps are involved in the risk assessment process

- Agree with the unions a workload management tool, which provides all staff with the reassurance that their workloads will be set according to strict criteria to protect both staff health and safety and public protection

4. Survey Results

Napo and UNISON have analysed the responses to the on-line survey against the following headings:

- Employee Knowledge and Confidence
- Employee Autonomy
- Workload Demands
- Support Networks
- Bullying / Harassment / Work Atmosphere
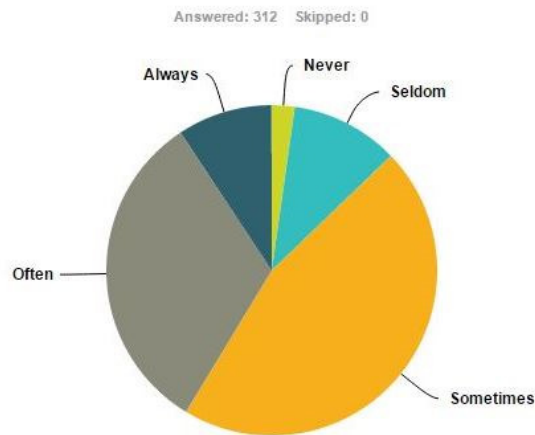- Management and Communication

3.1 Employee Knowledge and Confidence

Less than half (41%) of respondents said that they were often or always clear what was expected of them and 45% were often or always clear what their duties and responsibilities were. 50% said they often or always knew how to go about getting their job done.

A minority said that they seldom or never:

- Were clear what was expected of them (13%)
- Were clear what their duties and responsibilities were (15%)
- Knew how to go about getting their job done (11%)

I am clear what is expected of me at work

Answered: 312   Skipped: 0

3.2 Employee Autonomy

The questions in this section cover our members' opportunity to manage their own work such as the speed they work, the flexibility of their work time their ability to take breaks when they need them and to have a say over what kind of work they do.

Although the majority (54%) agreed or strongly agreed that their work time can be flexible, and they can often or always decide when they take a break (51%), half of those surveyed also said that that they seldom or never had a choice in deciding what they did at work (50%)
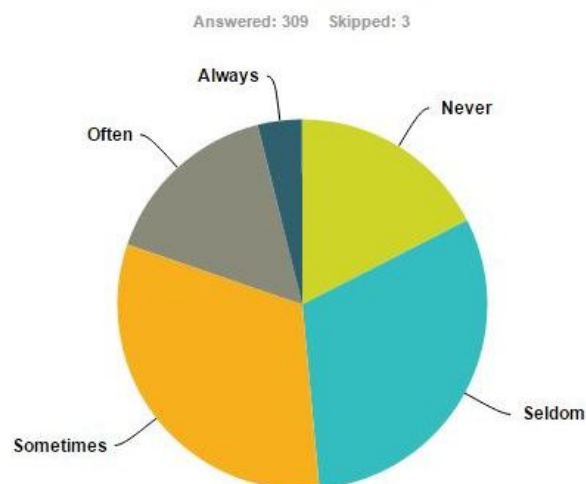
Significant minorities said they seldom or never:
- Have a say in their own work speed (48%)
- Have a choice in deciding how they do their work (25%)

Said they disagreed or strongly disagreed that:
- They have some say over the way they work (25%)

I have a say in my own work speed

Answered: 309   Skipped: 3

3.3 Workload Demands

The most striking results came from the questions that focused on workload, deadlines and work pressure.

89% of respondents said that they often or always have to work very intensively, 79% that they often or always have to work very fast and 70% often or always have to neglect some tasks because they have too much to do.
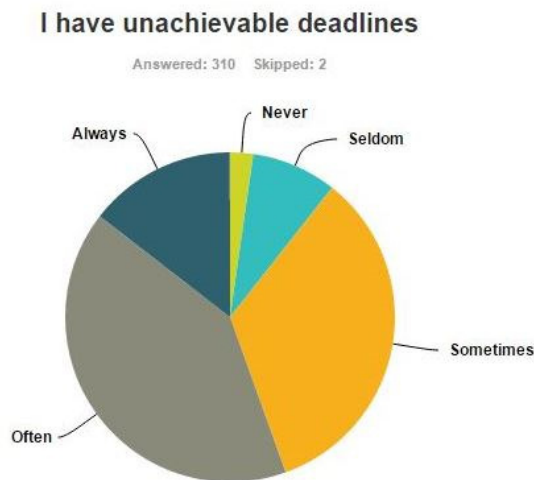
61% often or always considered themselves to have unrealistic time pressures and 46% believed that they often or always have unachievable deadlines.
58% said that often or always different groups at work demand different things that are hard to combine, and 48% that they were unable to take sufficient breaks.
47% considered that they were pressured to work long hours.

A small minority thought:
- They seldom or never had unachievable deadlines (11%)
- They seldom or never had unrealistic time pressures (8%)
- They seldom or never had to work very fast (2%)

I have unachievable deadlines

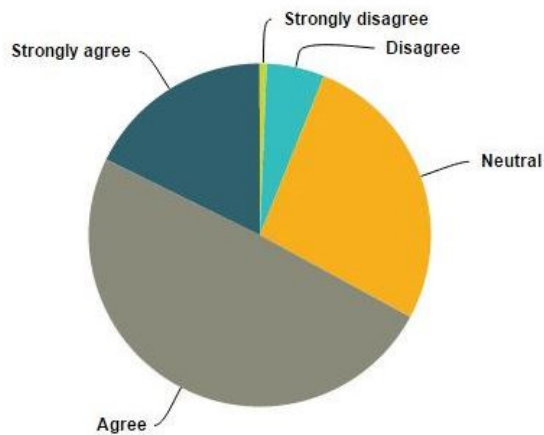Answered: 310   Skipped: 2

3.4 Support Networks

Peer support was an area that had universally positive responses.

- 52% responded that if work gets difficult, my colleagues will often or always help me.
- 67% agreed or strongly agreed that they get help and support they need from colleagues.
- 64% agreed or strongly agreed they receive the respect they deserve from their colleagues.
- Almost 72% said that their colleagues were willing to listen to their work-related problems.

The only negative response area was that 52% reported that they disagreed or strongly disagreed that they were supported through emotionally demanding work.

I get help and support I need from colleagues
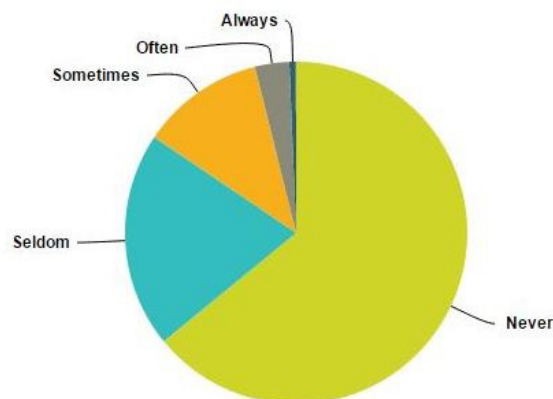
Answered: 310   Skipped: 2

3.5 Bullying / Harassment / Work Atmosphere
It was encouraging to find that there was little evidence of a bullying culture in the Purple Futures CRC workplaces. 84% of respondents said that they seldom or never were subject to bullying at work, and 80% that they seldom or never were subject to personal harassment in the form of unkind words or behaviour.

Nonetheless, when questioned on work atmosphere, 52% said they agree or strongly agree that relationships at work are strained and 68% considered that sometimes, often or always there is friction or anger between colleagues.

I am subject to bullying at work
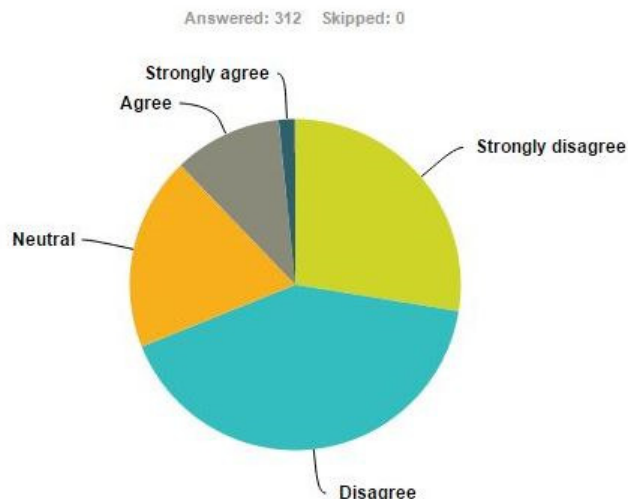
Answered: 309   Skipped: 3

3.6 Management and Communication

When it came to perceptions of how management handled communication of company policy or how they supported individual staff with personal feedback, the picture was more mixed. Generally more positive responses were given regarding one on one feedback, but consultation on changes at work elicited generally negative scores.

- 55% said they agreed or strongly agreed that they could talk to their line manager about something that has upset or annoyed them about work, again a significant minority (24%) disagreed or strongly disagreed that this was the case.
- 49% said they were clear about the goals and objectives for their immediate work team
- 43% understood how their work fit into the overall aim of my CRC although a significant minority (24%) said they seldom or never understood how their work fit in
- 39% said they often or always could rely on their line manager to help them out with a work problem, but again, a significant minority (27%) said that they seldom or never could rely on their line manager.
- 46% said that their line manager encourages them at work, but 46% also said they were seldom or never given supportive feedback on the work they do
- 44% said they disagreed or strongly disagreed that they had sufficient opportunities to question their managers about change at work
- 69% said they disagreed or strongly disagreed that staff are always consulted about change at work. Only 12% agreed or strongly agreed that they felt they were consulted about change.
- 67% said they disagree or strongly disagree that when changes are made at work, they are clear about how they will work out in practice.
- Only 10% of respondents said that they were clear about how these changes would work in practice.

Staff are always consulted about change at work
Answered: 312   Skipped: 0

4. Conclusion and Actions

The results of Napo and UNISON's survey indicate that work-related stress is a major issue for staff employed in the PF CRCs. The verbatim comments from members at the end of the survey also raise many associated issues which demand to be dealt with.

Given the nature of the work that our members do, and the possible impact of workload stress on public safety, the results of the survey demonstrate the need for a review of the Purple Futures operating model and workloads in order to deal effectively with major health and concerns and potentially serious public safety problems.

Napo and UNISON ask Purple Futures to:

- Establish a joint working group (as the HSE recommends) to oversee the stress identification and management process, and for this group to include adequate trade union representation.

- Remove the triggers for stress in the workplace and provide a safe system of work for all Purple Futures staff in relation to workload

- Ensure that individual and group stress risks assessment are completed and reviewed when necessary, and that trade union health and safety reps are involved in the risk assessment process

- Agree with the unions a workload management tool, which provides all staff with the reassurance that their workloads will be set according to strict criteria to protect both staff health and safety and public protection

APPENDIX A

5. COMMENTS

Respondents to the survey were asked to add any additional comments on the subject matter of the survey. A selection of the comments is included below. Some of the following comments have had sections redacted in order to preserve anonymity.

"Main issue is understanding all the changes / and processes - this is adding to the stress."

"Too much to do, far too little time. To do work with any integrity is virtually impossible. No thinking time, overly scrutinised and no discernible improvement in quality".

"The pace and breadth of change is difficult to keep up with."

"This survey does not even begin to cover the mental distress of current work practice and workload pressure."

"Currently team under-resourced because of long term sickness. Team feels it's fire-fighting and as a result feeling very pressurised . There is little time for self reflection or planning work, as we are reactive rather than pro active due to time pressures".

"We cannot be case managers with high workloads and be expected to deliver programmes. Split roles do not work."

"Managers are not often in the offices with their staff, and all staff are up to their necks in trying to keep up, Not enough staff or resources.....it's impossible to achieve many positive outcomes!"

"Time pressure could be better handled if the IT systems were less complicated."

"My line manager is happy to support me, but finding time in her diary is difficult."

"The goal posts are constantly changing and increasing demands made -caseloads are way too high - I feel no choice but to work extra hours at home to meet targets. I am not being given the tools to do the job as I would like - it is constantly breaking and is very frustrating, I am so bogged down with cases because the team has been short staffed for over a year - why won't they get in temps to help us? Feels like they don't care at all about their staff. Decisions/processes made with NO consultation. I never have time to plan work, return calls in timely manner and this makes me feel inadequate. I actually am beginning to hate the job, but feel trapped due to my years of service."

"The pressure to work intensely is as a result of workload through being severely understaffed rather than colleagues or immediate managers."

"It would be beneficial if we had a line manager, and one that stays with us for a length of time without leaving or resigning."

"We now find statistics over-riding staff wellbeing, health and morale. In other words, profit before people. The excessive process/ bureaucracy is a major bugbear stopping people doing their jobs effectively despite assurances from CRC before saying they will reduce it. Not even begun this process."

"Unrealistic targets, re-banding of cases and assumed knowledge all add additional stress to my role. I regularly exceed my contracted hours in order to deliver against target. I do not feel that my emotional wellbeing is a concern to the organisation and feel like a contractor."

"I do not cover case work, however this could change on a whim which makes for anxiety. Assistive technology is stressful in a noisy shared office."

"Changes in work practices are imposed with lip service given to our views."

You cannot ever get behind as you have no slack to catch up. Every day is hell right now. Unbearable stress."

We are still going through a transitional phase, and it's really draining. There seems to be a really poor attitude from higher management about staff stress and the impact of work related stress on well-being. There seems to be an expectation that ground level staff are more 'flexible' but this does not seem to work both ways. There seems to be chaos and

disorganisation around how the Professional Service Centre works, which means that HR support is terrible. Overall, I just feel really dissatisfied with my job at the moment. The changes have severely impacted on my work/life balance. The organisation is not supporting me to redress this balance. I feel very deskilled and undervalued, and I am actively seeking employment elsewhere."

I feel that there are unrealistic expectations from the organisation and a lack of realisation of the complexity of the work we do/the people we work with. There is always an expectation that we can fit in something else, for example we now have to get proof of accommodation. The range of tasks that we are expected to do as front line officers...in comparison to the amount of time we are allocated (which is currently a mystery to everyone...given that there is no Workload Management Tool, we just know we are not allocated sufficient time) is ridiculous. We need more staff and we need to have more say in the way that we work. We do a difficult and complex job, working with difficult and complex people and we deserve some acknowledgement, recognition and input, as well as more staff. As for the idea that Case Managers can combine case management with delivering programmes, this is a ludicrous idea. I also cannot see why the organisation has wasted so much money on personal security devices, that would have been far better spent on staff. Also why does it take so long to get new staff up and running. I am suffering from multiple confusion syndrome."

"Current training on top of workload commitments causing stress at present time."

"If there were more staff trained in Programmes this would reduce stress - as a lot of programmes staff have left. The remaining employees have had to pick up work that would have been previously undertaken by others, causing more demands and stress. We also experience changes within our schedule without the agreed 6 week's notice and sometimes are unsure where we are from one programme to the next."

"Due to constant change and further demands to one's role I meet myself coming backwards and constantly juggling things that on occasion things don't get done. This can impact on how one feels about one's own competencies within the working environment and not meeting the needs of the people we are supposed to be supporting"

"There needs to be more honesty about the changes taking place. Being in the dark builds mistrust and starts rumours, which is not helpful."

"I have an unmanageable caseload. I do not want to work at home, but as others do (for no pay) it makes it difficult not to do it, as they are on top of their case load and I am constantly busy. I feel that to do this is to make the employer believe all is well when in actual fact more staff are desperately needed which will not be recognised if people continue to work extra hours out of their own " good will". I feel very strongly about this, as it is counterproductive. There is also as far as I know no way of monitoring who is working at home and how many hours that they do. Totally unacceptable."

It is difficult as team are supportive but don't themselves have the capacity to help and at times people have avoided each other as they really can't deal with anymore stress themselves. So find the team questions difficult. Yes my hours can be flexible, but this is very dependent on staffing, added work tasks unaccounted for so on a whole this causes stress as no consistency.

So much work and not enough staff. Many colleagues work well over their hours. It's a soulless endeavour now, exploiting staff and offenders for private profit.

Good probation officers are looking for new jobs all the time, the IT has been problematic and poorly introduced. Despite the talk, we now spend less time with the service users than before the change.

Programmes - questions relating to long hours, flexible working etc may differ from case managers and senior case managers.

I have never been so stressed at work. We have unrealistic targets and pressures and I am currently working at least 50 hours a week, until 10 o'clock most nights.

Over worked, understaffed, lack of direction, ever increasing pressure for unacceptable deadlines, staff roles are spread too thin i.e. group facilitators not supported and very high demands for late working with no reflection taking into account current Case Management role. Direct Line manager very supportive and colleagues very supportive of each other, but enough is enough and we are becoming physically and emotionally poorly directly due to our employment. This has been going on for far too many years.

Colleagues on the whole are supportive of each other. Depending on which manager you have depends on how much support you get and what type of support they give regarding stress, illness, disability (physical or mental). Some do not understand the impact this has on being able to work efficiently. The new sickness policy makes this even worse.

I have worked in probation for many years. I loved my job until last year. Job satisfaction is a thing of the past, I feel I'm simply coping and holding on. Cases are now more complex than ever with increasing emotional pressures due to national cuts. There are now daily threats of self harm, disclosures about thoughts of suicide and fear of abuse and harm. We are told to log these on Incident reports but nobody does! We are not too lazy we are just too pushed. An offender manager's task list is endless. Flex teams just add to this. You are just left trying to figure out how to help really, really complex case, with no resource or time and a caseload of 50 cases plus. 1-2-1 supervision is inadequate to address these complex issues.

There is no time, and managers are so pressured to cover a huge range of tasks including staffing, performance, team, new information with the Professional Service Centre and admin issues, that case management and discussion is becoming less and less. It's flagged in every team meeting but I have seen no impact raising this issue. Managers are also exhausted. You can see in their face that they just have too many lines of responsibility and far too many staff!

My work-life balance is terrible and my family have expressed concerns about my job and how I look and present.

New IT has helped, but hindered too, having a lap top in the house makes it hard to switch off. I now work longer hours than ever before. A minimum of 45 hours a week on and some weeks I can work 55/60 hours. E-mails start at 7 a.m. most mornings and I'm still online receiving e-mails until 8pm most nights. Lots of people are online working in the evening now, but it's not even productive client based work. It's filling in forms or reading and trying to understand new procedures which are constantly changing.

You can't concentrate at work, it's so noisy and overcrowded so you have to read long documents at home. You see all the green squares and it makes you feel like you shouldn't log off, then more emails come and you read them. Clients still have not been fully informed of the changes and frontline staff deal with anger and abuse reacted to this now on a daily basis.

Systems are poor, and addressed by sound bites and token comments in blogs or in meetings. I could go on but it's just too soul destroying to list anymore.

Unrealistically high case loads with accompanying targets and expectations are the source of enormous pressure. There are no indications that this pressure will ease (through the employment of more staff for example) and therefore it is hard to remain hopeful and motivated for the future. The majority of us are 'running on empty' and lacking the energy or hope to communicate this effectively.

I am concerned about the number of other tasks that will be expected from me in the future, i.e. delivery of group work as I know that caseloads will not be adjusted to accommodate this as managers are already telling staff that they cannot reduce case numbers to the stated recommendations as there are no additional staff to allocate to.

I have repeatedly told managers that I am stressed and I have not received any support from them.

I am aware of what is expected of me in my current role however, given the unrealistic targets which have been set, the high caseloads which we manage, and the lack of resources which are available to staff and service users I don't know how I'm expected to 'do' my job. In addition, whilst I am aware of the changes that have been made to my role, it feels these decisions are made without any consultation and despite concerns / objections made by staff. "Everyone has a voice" ...shame no one listens.

There has not been an up to date Health and Safety Risk Assessment completed for this workplace.

What an ideal world it would be if colleagues had the time to be able to offer support in my transition to a new role. Due to their work constraints this isn't easy to access and only burdens them with more work in an ever increasing workload.

Lots of staff sickness impacting on stress of colleagues that are at work - often expected to just pick up the pieces of work not completed by staff that have gone off - an ever increasing workload and extra tasks to complete

I am a Case Manager and I love the job but it doesn't feel like management have a clue what is going on most of the time.

I feel overloaded and unsupported. Whilst I do my best, this pressure is having a significant impact on my mental health out of work.

Limited clarity on a role that has doubled in the past twelve months. Many competing priorities, little direction or genuine support. Ineffective policies to help, little time to focus on anything sufficiently.

As a senior case manager, I have stress in terms of my work and the deadlines related to them. The service does not value the staff who come in, do the job and get on with it, they deal with the stress silently

I feel there are too many demands on any person no matter what their role is. I feel under pressure to actually do the job, as well as be on 'rotas' for other things as well as duty days and be responsible for case managers. I am led to believe we are to work flexibly, but in reality the flexibility is very much reduced when taking into account all of the roles I am supposed to be involved in and manage a increased case load.

While we are aware we are going through a period of change, it is almost on a weekly basis when the goal posts are moved and we are not fully informed. It becomes very frustrating. Workloads are at unbearable levels, more support is required.

IT has been a massive issue since its inception across October-November 2016, mainly due to the system not being available, parts of system off line, printers not working, up to date information about service users (risk, placement restrictions)

Working conditions are very poor in the CRC and morale is low. Managers target individuals who dare to question unrealistic demands and are dismissive of such demands meaning people will have to work outside their hours and so forth. Specific offices are unable to retain staff and the remaining staff are expected to continue to meet demands.

Feel the Partnership Link Work is forgotten about and victims not prioritised. We have no database to work from.

I struggle to sleep at night due to work related stress I am anxious on a daily basis about work related issue. I suffer from IBS due to stress at work. I often cry due to my anxiety and frustrations.

Too many competing tasks and unrealistic expectations. The job is not sustainable and achievable. A lot of the changes do not make sense and do not work yet we are supposed to continue to work with it. The pace of change and demands is unhealthy and does not encourage performance. It is more about saving money. Staff are not treated equally fairly or valued for what they do. More and more is expected with little or no reward incentive at all. The organisation presents as not caring. Higher management are rewarded with bonuses and an expensive building to work in, yet others are expected to work in cramped conditions

I am anxious and stressed on a daily basis. I have had no training in the new IT, or delius, or oasys. I am already drowning and do not know how long I can carry on !!

Colleagues don't have the time to be supportive as they are also under pressure to achieve targets under ever-changing instructions and policies - and with a temperamental ICT system.

There are not enough staff in any of the departments within the Professional Service Centre. In the team I am in, the pressure and strain is enormous. There are lots of staff off sick, some have left and none has been replaced. My wellbeing is suffering and I do not know how much longer I can continue to work at this level before I make myself ill too.

We are expected to just accept change and get on with it. My last manager was very supportive but they have now left and I do not feel that anyone is concerned about my welfare.

Workloads are too high. Staff sickness means people left behind have to take on more work. People are never drafted in to help out in areas where sickness absence is high.

Unrealistic workload pressures and persistence with an operational model that clearly isn't working have increased stress levels, affected retention of staff and mean that nothing is being done well and morale is exceptionally low.

I accept that we will change but this is not for the better. We see and support service users less than ever. My manager refuses to help me reduce caseload.

We have little or no risk information most of the time and no matter what offenders do they never get sanctioned

The IT does not work remotely and we are forced to carry offenders in the front of the van.

No one has time to do their own work or help struggling colleagues.

I am tired of being overworked and being told if you don't like it then leave

I feel as though Management are not always as visible as they could be and can be dismissive when you need to make enquiries with them. I feel it is difficult to do my job when the company still haven't fully defined exactly what it entails. I'm starting to feel disheartened so much so that I am looking for other employment.

So many colleagues have left or are off sick. There are not enough staff left to cover the work yet we are expected to keep absorbing extra work. I have been here for many years and never had to work in such a stressful environment. It has made me ill, but I dare not be off sick. The last time senior management visited my office they said they didn't want to hear any negative comments. Their 'values' don't extend to their staff. They are not interested in what is happening on the ground or staff well-being.

There simply are not enough staff or sufficiently reliable IT to deliver what senior management want to deliver.

High workloads make it difficult to meet deadlines or manage cases

I feel that I have to earn the right to speak to my manager.

My line-manager may sometimes listen to my difficulties & anxieties but rarely if ever offers any useful advice or support. Colleagues do their best to support me, but are often just as overwhelmed & confused as I am

Work is relentless, heavy, complex cases which are all in the community, no or very few resources/agencies to refer to in the community. We do what we can, CRC has lost sight of the victim. Standards have dropped - there is a lack of consistency- emotions are high. Poor attitude from higher management.

There should have been a question about how the change from working for probation to working for purple futures has affected you, e.g. do you feel pressurised to maintain targets to the detriment of your health?

There are not enough staff in the current model to run this business! The model does not allow for annual leave, developmental opportunities or space to think! This is not sustainable and there is no wonder people are stressed.

Caseloads are too high. Loss of local knowledge now Professional Service Centre are taking over. No admin support. Technology!! Unable to just print a doc from Delius without 'save' 'save as' 'open' 'open with' and it still encrypts...just adds to stress levels

Some of the questions are difficult to answer in terms of support from colleagues, as all staff in a case management role are under increased demands and too busy with their own caseload to offer support to others. I work far in excess of my contracted hours on a weekly basis - average 15-20 hours per week. A lot of my colleagues do likewise. High caseloads and constant change make for a very stressful work environment, and whilst we are constantly informed that things will get better, they continue to get worse.

Relations between admin staff in NPS and CRC are strained & have been gradually getting worse since the split, particularly since CRC had new IT kit installed & both CRC and NPS centralised admin. During the working day I no longer speak to colleagues in NPS with whom I had a good working relationship with two years ago. Communication is bad between CRC admin in the local offices and the Professional Service Centres.

Very understaffed, leaving those who do work there very pressured and over worked. When expressing our concern to management it feels like these are falling on deaf ears, as nothing is done about any of the issues.

Management style of late is via e-mail which is unhelpful and not my learning style. Often although colleagues would like to support each other, we all have increasing demands on our time which makes this harder to do than ever. Due to such high workloads, demands are great and sometimes difficult to achieve. Although workload of 60+ cases is "normal", I would argue that this is not reflective of the chaos and diverse range of needs within this number.

A pressure cooker environment has been building for some time, exacerbated by the ongoing IT problems, which are never ending, the management by email and information overload, the closure of office bases without proper and adequate replacement locations, the uncertainty of what is expected of these "agile teams", basically the reliance on workers to just get on with it and ensure the targets are hit. I feel like I am back in primary school, being expected to be in awe of the "teachers" and wary of flagging up any concerns/asking what I consider to be reasonable questions as all that happens is managers get aggressive in the (infrequent) stage managed team meetings. The middle managers are clearly wary of raising any problems further up the line, fearing for their own jobs. This does not help staff morale or make us feel supported. Hell will freeze over before I talk to my managers about how I feel - would just give them ammunition with which to try to be seen to "support" me.

We are bombarded with too much information as such it cannot all be absorbed

We are set unrealistic targets which are further hampered by errors being made at the PSC

I have asked my Manager for guidance and assistance but not been helped. I don't feel my manager knows what I do in my role. I have not been given training for my new role and am struggling with this. I am looking for a new job as I am under so much stress.

We have moved to new premises and not do think that the current working environment is a safe working area, all doors are open and service users have access to a big open area. I feel that our security has been overlooked to provide an open environment for service users. No time to talk, manager rarely available.

Lack of clarity about roles and boundaries, as well as wider structures, or who is responsible for what, and where the organisation's priorities lie, leads to quite significant levels of workplace stress for me. I also feel under resourced and at time not clear about the purpose of my work. I can work hard, yet feel I am not achieving outcomes or anything positive.

No time to have discussions with manager!

My caseload remains too high, having had to take on programme work on top of a caseload which is higher than we were told we would have. Requests to have workload relief have been lodged since October, but, due to high absence rates in the team, there has been no reduction in my caseload. This is the main source of stress for me.

The pace of change has been very stressful with little regard for the individual's needs or understanding of processes.

I do not find my manager at all supportive or encouraging - I cannot think of a single occasion where she has told me that I am doing OK.

I get a lot of support from my team, but do not often see my line manager. They do send e-mails which I feel are corporate and patronising and not genuine .

Very pressured caseload, with ever changing demands being placed on staff. Not enough time to do the job we applied for. Changes made to job roles without consultation. Get the feeling Interserve have an agenda and will fight to make it work regardless of what staff input says about the practicalities of work.

Programmes staff have been forced to become case managers. Programme work has not stopped, but some facilitators are now carrying caseloads. This is inconsistent across the clusters and whether a person has cases or not depends on their Line Manager. Training has not been provided for programmes staff on how to run a case load. Specifically, training for recording information on Delius and OASys, what different Orders and Licences mean, processes such as breaches, recalls, how to make referrals etc.... I have been informed by my Manager that senior case managers will not act as mentors to case managers.

Work place morale is rock bottom. Old and new staff leaving in droves, case load too high, staff are being de-skilled, forced to do too many jobs are intensely unhappy, and for what? We don't have the time to do worthwhile interventions anymore. We work to hit unrealistic targets to make a few at the top profits. This is not the job we signed up for and these changes will only increase the rate of reoffending.

My caseload is impossible to manage at this time and when I ask what is a priority, I am told that everything is priority which isn't helpful.

My colleagues all work weekends, which means I feel forced to do the same

Never see my line manager ... only had supervision once in over 2.5 years of service

I am now a Case manager. Colleagues aren't trained yet in group delivery so finding expectations falling to me and pre group worker colleagues.

Lack of support from senior management. Changes are put upon us and we are to get on with it with an occasional apology with the way things are. This does not benefit us and stress levels are high throughout the county. A couple of my colleagues have had to be off work due to stress. My family have stated I should look for another job as I'm always stressed. However, I love the work and hope that things will change where I can focus on service users effectively.

Whilst I am not directed to complete tasks each day and I can choose my breaks, I often don't have time to take breaks due to the work that I have to complete as a priority along with seeing offenders. I am mainly left to my own devices. IT issues prevent most of us from completing work in the office, however have no issues with IT at home, so are completing tasks outside of normal working hours at home in order to meet deadlines.

I work in an area where the IT has been appalling. No internet access for weeks on end. This has resulted in work long hours at home to catch up. We are then challenged on missing targets when we have not been able to achieve them through no fault of our own. This is very stressful and makes me feel unappreciated and the effort that I have out in to try

to keep things going seems pointless. Last autumn, I worked many additional hours for no pay to try to maintain the integrity of the CRC despite having no printer, scanner or internet access. It has been the most stressful period throughout my career and I feel that this has not been given any consideration at all. Also feel that there is an unspoken underlying message that if you don't just get on with it - there are other people who will take your job. Do not feel that senior managers are interested in the welfare of their staff - just results,