

**catch
22**

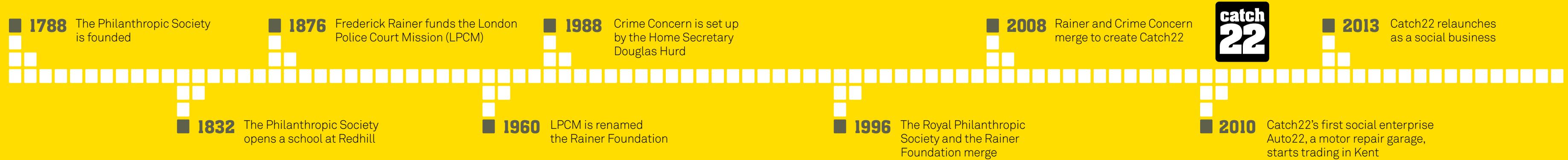
Impact Report 2012/13

**Transforming lives,
transforming
communities**

96,000



Our heritage



2012/13 at a glance

Personalised education and employment opportunities

84%

of young people on our North London NEET-prevention contract, funded by the European Skills Fund, remained in education, training or employment 26 weeks after they had completed the programme.



Innovating justice services

91%

of offenders with sentences of less than 12 months had settled accommodation on leaving the prison.



Our approach to social action

92%

of those involved progressed on to education, training, employment or volunteering.



Supporting complex families

93%

reduction in anti-social behaviour and offending that places children and young people at risk.



In this report

Who we are	3
Introduction from Jim McKenna Chairman	4
Introduction from Chris Wright Chief Executive	6
What we achieved against the corporate strategy 2012-2015	8
Highlights of 2012/13	11
Supporting complex families	12
Fostering independence for care leavers	14
Helping young people battle substance misuse	16
Innovating justice services	18
Addressing gangs and gang crime	20
Our vision for education	22
Expanding our employability services	24
Our approach to social action	26
Building our evidence base	28
Getting the best out of our people and resources	29
How we are funded and thanks to supporters	30
Looking ahead	32

To protect identities, images are not specific to stories but are of others involved with Catch22. Names have been changed.



Who we are

A forward-looking social business, Catch22 has more than 200 years' experience of providing services that help people turn their lives around.

Catch22 works with troubled and vulnerable people, helping them to steer clear of crime or substance misuse, do the best they can in education or employment, and play a full part in their family or community.



No matter what difficulty people are in, there is always a way forward. Our history and experience of working with people in tough situations spans over 200 years, giving us the skills and know-how to find solutions that work.

Chris Wright, Chief Executive

Catch22 is:

Non-judgmental

We are fair and equitable. We say what we do and do what we say. We have nothing to hide; we are non-judgmental; we are collaborative.

Fearless

We confront issues and fight for the people on the fringes of society. We stand up for what is right and we are fearless of change.

Results-driven

We value outcomes and what we can achieve, not necessarily the process. Effective results are what matters most to our service users, our commissioners and to us. No matter what the circumstances are, we roll up our sleeves and get on with it.

Original

We constantly look to do things differently and in a better way. We always strive to be original.

Our goal is to deliver social value by turning chaotic lives around.

Introduction from Jim McKenna, Chairman

I am delighted to be able to share the achievements of 2012/13 and describe how far we have come in the first year of delivering our new and ambitious three-year corporate strategy.

I hope you will take away from this report that despite the challenging external environment, we have been able to grow and diversify our services and consequently reach out to and, most importantly, change the lives of greater numbers of young people, families and adult offenders.

We have also begun to take the necessary and important steps to transforming ourselves and the way we work in order to innovate and re-shape expectations of what public services can look like and achieve. As a result, we are seeing much closer working relationships with our partners and supporters to help us achieve our aims.

Improving outcomes

Economic pressures, growing demands on services and rising public expectations are acting to challenge the traditional service delivery model. At Catch22, we believe this offers a generational opportunity to radically re-think how public services are delivered, with a view to improving outcomes, producing more responsive services designed around the needs of the person and achieving more with limited resources.

In partnership with private, public, corporate and voluntary organisations, we have shown we can deliver flexible and high-quality services efficiently, cutting through layers of bureaucracy without jeopardising outcomes or our 200-year-old social mission. Opening up public services is simply another way of creating a closer link between the service user and the service provider.

In terms of leadership we have continued to strengthen the role of the board and the role of Trustees, and we are facilitating Trustees to get more involved in our work and make greater use of their skills and professional acumen to inform it.

We have touched over

96,000



lives this year. Working directly with 34,758 people, and supporting a further 61,381 young people through national partnership programmes.

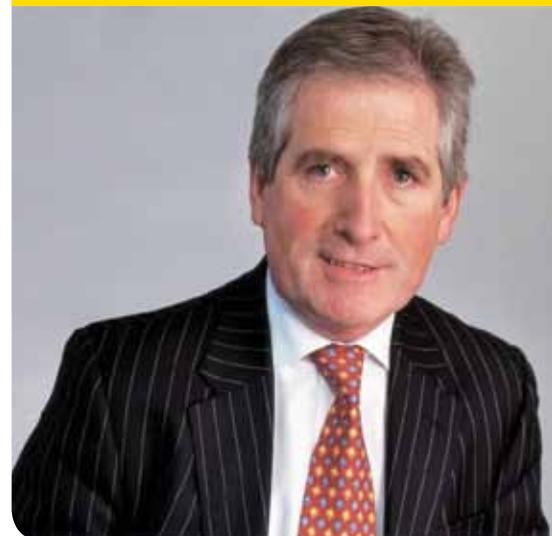
As part of this process, we have welcomed a number of new Trustees and created a number of Advisory Boards to help shape and drive our strategy. This experiment is maturing. We now have in place an education and training board, a social enterprise board and a relationship and account management board.

A big thank you

Finally, I want to take this opportunity to thank our staff, volunteers and Trustees for the commitment and hard work they have shown over the last year. Building strong, consistent relationships between staff and those they work with is central to our approach, whether working with someone in prison or in a missing from home service. The professionalism, passion and bold thinking of our staff has been central to our current successes and will be vital in securing our future.

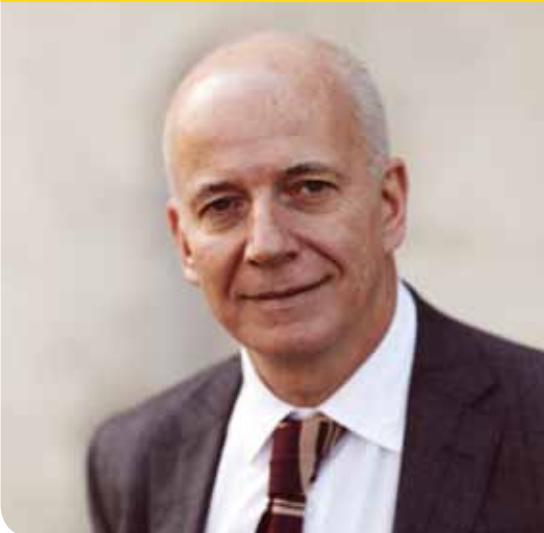


Jim McKenna
Chairman



Introduction from Chris Wright, Chief Executive

Looking back on the past year I am pleased with how Catch22 is responding not only to last year's restructure but also to an external environment in which the way public services are being designed and commissioned is changing.



At Catch22 we have been determined to meet these challenges head on, arming ourselves with a business-like approach and a renewed sense of our social mission. We view the opening up of public service delivery as an opportunity to do more of what we do best – supporting those in the greatest need out of tough situations.

Against a protracted economic recovery, I am pleased to report that Catch22 finds itself on a healthy financial footing. We have seen a growth in our income, diversification of our investment portfolio, additional revenue into our business model and increased general reserves. This translates into being able to support more young people, offenders and families, and affords the organisation the space to create more innovative service models. This has been accomplished by a focus on achieving value for money, reducing corporate costs and adopting a renewed business-like approach to our work in line with being a social business.

Supporting families

In terms of our services and programmes, highlights include the continued expansion of our work with complex families, delivering

an intensive family support service in Cheshire East and retaining our existing services working with complex families in the Wirral and Thurrock. We have also been successful in building on our 'missing from home' services, which tackle child sexual exploitation, by winning the contract in the Wirral.

Building on our employability programmes

We were also delighted, in partnership with J.P. Morgan Chase, to open our first Office Apprenticeship Service in Bournemouth, a call centre offering young people a business administration or customer service apprenticeship while they gain valuable paid employment experience. We look forward to building on our employability skills programmes and services, given how fundamental work is to enhancing a young person's opportunities and giving them the foundations on which to sustain changes in their lives.

Catch22 continues to think differently about the problems that face those we work with and we have grown our first social enterprise, Auto22, our car-servicing and

In 2012/13

92%

of staff said that Catch22 is a good place to work, compared to a sector average of 71%.

repair business, which provides training and employment for young people. With investment from Bridges Ventures, Auto22 has opened its second and third garages in Paddock Wood and Gillingham, Kent.

Working with offenders

Further building on our work with offenders, which includes the unique payment-by-results pilot contract in HMP and YOI Doncaster and offender management model delivered in HMP Thameside, Catch22, in partnership with the St Giles Trust, was awarded a contract by the London Probation Trust to deliver a mentoring scheme in Greater London. The two-prong programme trains peer mentors for young men serving community sentences, as well as linking women offenders to female volunteers from senior level professional backgrounds who use a personalised approach to recognising each person's potential and value.

We are continuing to strengthen our management and are investing in systems and processes, such as our IT system, which enable us to run Catch22 more effectively

for the benefit of our service users, donors, investors, commissioners and the taxpayer. We also welcomed the appointment of two new directors, Sally Morris and Tracy Pepper, to support Catch22's activity in education and young people and families.

I remain committed to making our services the best they can be, focused on the needs of the people we work with. Good services are under-pinned by an on-going human connection between staff and the people they support. As we develop as an organisation, I will ensure that this remains at the core of the Catch22 approach.

Chris Wright
Chief Executive

What we have achieved against the corporate strategy 2012-15

Our three-year corporate strategy combines our ambition to address social need with a highly business-like approach. A year into the delivery of this strategy we have been successful in achieving the following against our objectives:



01

To have at least 80% of our service users say that our support has enabled them to get their lives back on track:

We are proud that when surveyed in 2012/13 95% of service users said that our support had made them happier with their lives and 91% said our support had given them more control in their lives.

02

To have year-on-year improvements in rates of reducing reoffending, increasing school attendance and attainment and supporting those we work with to access opportunities, gain recognised qualifications and get into work or training:

We continue to reduce reoffending in prison and the community as demonstrated by services such as in Cheshire West, where 98% of young people engaged did not offend after leaving the service.

After a two-year Department for Education-funded pilot programme, 91% of learners were still in education, employment or training three months after the intervention. This pilot has now been re-modelled and continues to make an impact on disengaged students. Our relatively new apprenticeships programme has enabled those from disadvantaged backgrounds to match the mainstream average for apprenticeship completion, at 70%.

03

To have at least 90% of staff surveyed say they have a good understanding of how their role contributes to achieving better outcomes for those who use our services, and to bringing in new business.

A programme of activity to 'transform ourselves' has included staff workshops and webinars, as well as the establishment of new directorates along service delivery lines. When surveyed, 91% of respondents said they understand how what they do fits in with what Catch22 is trying to achieve and, most importantly, 98% put the quality of the relationship they have with service users at the heart of the work they do.

04

To have developed a network of sustainable social enterprises, supplementing Auto22 with at least two additional social enterprises and contributing a turnover of £2.5 million.

In 2012/13 we developed our network of sustainable social enterprises, opening the second and third Auto22 garages in Gillingham and Paddock Wood, Kent.

We have established a social enterprise programme board, which is actively seeking new opportunities to create further social enterprises.

05

Based on our expertise and impact, and on the quality of our relationships, to be seen as a 'go to' organisation, evidenced in the number of approaches made to us by policy-makers, opinion-formers, funders and other partners looking for well thought-through, practical solutions.

Catch22 is proud to lead The Realising Ambition partnership which is dedicated to identifying and replicating solutions for young people. Catch22's staff have spoken at a number of conferences and seminars over the year and contributed to reports and publications, submitted evidence to national policy-making consultations and inquiries and contributed to many welcome developments in policy-making and commissioning around young adults in the criminal justice system through involvement in the Transition to Adulthood Alliance (T2A).

Catch22's Dawes Unit, dedicated to driving forward an understanding of how we can effectively tackle problems caused by gangs, has worked closely with the Home Office. The Unit also hosted a number of policy roundtable events at the party conferences in partnership with the Centre for Social Justice and the Scottish Violence Reduction Unit, and produced a report on the role enterprise can play in facilitating exit from gangs.



95% of service users said that our support had made them happier with their lives.

New relationships have been formed with corporate organisations such as HSBC, William Hill, Deloitte and the Direct Line Group, bringing new opportunities to Catch22.

06

To point to year-on-year improvements in savings to the public purse, and in the social returns from investment in our services using an externally verified approach.

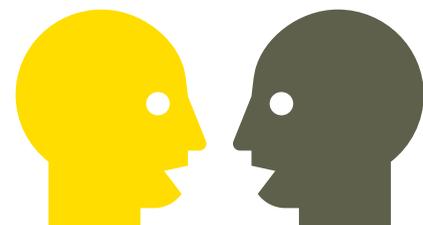
Catch22 continues to develop innovative ways to make savings to the public purse through demonstrating social return on investment. A good example of this is use of the Department for Education's Family Savings Calculator (FSC) to determine

the cost savings generated by Catch22's Intensive Family Support Service in the Wirral. The FSC enabled us to evidence a total average saving per individual of £16,236 and average whole-family savings of £62,003, totalling £3,038,140 across all cases in 2012.

07

To be recognised as a key provider of public services, with provision of statutory public services accounting for at least 40% of our work.

Throughout 2012/13 we continued to grow our focus on statutory provision, building on our base by becoming a provider of alternative education.



98% of staff put the quality of the relationship they have with service users at the heart of the work they do.

We have also continued to strengthen our work in the justice sector, winning further contracts as well as positioning ourselves for the forthcoming transforming rehabilitation competition.

08

To grow our income to at least £60 million, of which at least £50 million is revenue-generating, with income based on multiple income streams and year-on-year increases in the proportion of repeat business.

In 2012/13 we achieved revenue of £53.4 million. We retained business in the following areas:

- Hampshire Substance Misuse
- Thurrock Family Intervention Programme
- Hackney Key Stage 4 Alternative Education Provision
- Department for Education From Care2Work
- Wandsworth Young People's Health Agency
- Wandsworth Intensive Surveillance and Supervision
- The Wirral Intensive Family Support
- Newcastle Reprimand Service
- Leicester Accommodation and Support

In addition we won a range of new business contracts, including:

- Cheshire Troubled Families
- London Probation Peer Mentoring
- Essex Family Innovation Fund
- Surrey Youth Engagement Service
- Department for Education Prospectus – Care Planning
- European Social Fund ON2UP2
- Apprenticeships Application Support Fund
- Youth Contract – East Midlands

We successfully joined framework agreements, citing Catch22 as a preferred provider, in the following areas:

- Salford Family Poverty Framework
- Northumberland Alternative Provision Framework
- Waltham Forest Gangs Prevention Framework
- Newcastle Alternative Education Framework
- Leicester Preferred Provider Framework
- Knowsley Family Support Framework

Highlights of 2012/13

In 2012/13 we worked directly with 34,758 people, supporting a further 61,381 young people through national partnership programmes, which means we touched over 96,000 lives.

We are proud of what we have achieved and look forward to another successful year.



01 Supporting complex families

This year we continued to expand our portfolio of services for vulnerable children, young people and families. We are innovating to run projects more efficiently and at reduced costs, and are able to collect invaluable data to evaluate the difference we make.

Impact

At the Intensive Family Support Service in Cheshire West and Chester in 2012/13:

- 89% of respondents felt that they were better able to manage their finances
- 91% of parents and 94% of children stated that their emotional health and well-being had improved as a result of the service.

At our Intensive Family Support Service in the Wirral in 2012/13:

- There was an 83% reduction in drug and alcohol misuse amongst children, and an 86% improvement in school attendance
- There was a 75% reduction in domestic violence and a 95% reduction in anti-social behaviour across all families.

93%

Catch22 family services in Cheshire West and Chester achieved a 93% reduction in anti-social behaviour and offending that places children and young people at risk.



Case study

Supporting families: Jade and family

Jade, 21, is a single mother. She has two boys, aged 4 and 5. She also acts as a legal guardian to her sister, 13, and brother, 15. Jade has cared for her brother and sister from a very young age, after their parents passed away. Jade was neglected as a child and a victim of domestic abuse as an adult.

Jade and her family were referred to Catch22 after concerns were expressed for her sister, who had poor school attendance, and was known to be drinking and putting herself at considerable risk of sexual exploitation. School attendance for all the children averaged at around **60%** and the school reported behavioural problems in the children. There had also been reports of anti-social behaviour at the property, which was in very poor condition, and the family was facing eviction.

A Catch22 key worker was assigned to the family. She created a **clear plan** in collaboration with the family, explaining the processes for achieving the targets and providing support to achieve them, whilst reviewing progress with multiple agencies.

The key worker visited the family every day, providing help with **parenting skills, education and training** opportunities for Jade, and help with school work for the children.

School attendance for the children is now averaging at **85%** and continues to improve. The family is able to retain their house, no further reports of anti-social behaviour at the property have been recorded and the school has reported **excellent behaviour** improvements.

Her brother has signed up for the National Citizen Service with Catch22. Her sister's behaviour has improved significantly. Jade has signed up for an employability programme to gain skills for work and the family reports being **much happier**.



“Our support worker was there **100%** of the time with support on all different levels, from just listening and being there to signposting to other agencies and staying supportive.”

To protect identities, images are not specific to the stories but are of others involved with Catch22.

02 Fostering independence for care leavers

We are proud of the work we do to support young people making the transition from care to independence, guiding and supporting them to find a suitable place to live; secure and sustain constructive training, education or employment opportunities and establish and maintain supportive relationships.

Catch22 currently provides statutory leaving care services in three local authority areas: Kent, Suffolk and Wandsworth. These services provide the full leaving care offer and holistic support to young people from the age of 16 (18 years in Wandsworth).

Impact

The From Care2Work project has helped over 40 local authorities improve their preparation for work and career planning for care leavers; 25 have been awarded the From Care2Work Quality Mark for their employability services. The programme has **created opportunities for over 5,000 young people**, with employers including Marriott hotels, Kier Construction and Waitrose. The Willkommen Project gave 14 young people the opportunity to do work experience in Marriott Hotels in Germany after which six were offered permanent jobs in Marriott hotels in England.

Catch22 has provided the National Care Advisory Service for 10 years, offering advice and information on leaving care and a benchmarking service to local authorities. In 2012/13 we worked with 70 local authorities, sharing best practice, policy and news, and provided training or consultancy to leaving care staff and managers.

Case study

Fostering independence: Chloe

Chloe was referred to Catch22's Wandsworth Independent Living Scheme when she was 16 and then to the housing team when she was 17. Members of Chloe's family were heavily dependent on drugs and she had grown up in a chaotic and unstructured environment.



Chloe was placed in Catch22's high support unit, which meant she lived with other young people and a resident volunteer who provided support to develop independent living skills. The resident volunteer, along with a Catch22 personal advisor, would meet with Chloe every week to look at areas such as personal hygiene, budgeting, cleaning, employment, education and rental issues.

Initially Chloe found it hard to adjust as she was being asked to make drastic changes in her lifestyle after years of disorder. The desire to move back to her hectic family environment was very strong at this time, but Catch22 staff were determined to help Chloe succeed. Through regular meetings and by helping her connect with other support services, gradually Chloe began to turn her life around.

Chloe's positive development also impacted on her family, particularly her mother. After seeing the improvement in her daughter, Chloe's mother started to attend the Catch22 support meetings too. She slowly became less dependent on drugs and began to build a positive relationship with her daughter.

Chloe's reward came when she was deemed capable of managing her own tenancy and was given a one bedroom flat of her own.

Chloe acknowledges the importance of the help and support she received from Catch22 in turning her life around, and consequently getting her own flat. On an early visit to her flat a staff member commented on how homely it felt; a huge achievement for a determined and committed young woman.

Chloe's reward came when she was deemed capable of managing her own tenancy and was given a one bedroom flat of her own.

03 Helping young people battle substance misuse

Catch22 has dedicated substance misuse services in Hampshire, Surrey and Merton, providing support and specialist treatment to young people struggling with drug and alcohol dependency.

Impact

A new young people's health service opened in Wandsworth in 2012/13. Through involvement with the service, young people dealing with substance misuse problems either completed treatment drug free or dramatically reduced their consumption levels:

- **76%** of those receiving treatment for alcohol consumption completed treatment with no alcohol use at all, with the remaining **24%** completing treatment with dramatically reduced consumption
- **73%** of those receiving treatment for cannabis use completed treatment with no use at all, with the remaining **27%** completing treatment with dramatically reduced usage
- at our service in Hampshire in 2012/13, **72%** of those who were offending at the beginning of the intervention were not doing so on exit from the service
- in the two-year period from 2011 to 2013 in Surrey, **100%** of service users reduced their substance use or were drug free.

70%

of all service users surveyed in 2012/13 said that they had stopped risking their health as a result of the help that they received from Catch22.



Case study

Tackling substance misuse: Charlotte and family

Charlotte is a 22-year-old care leaver. She was referred to our substance misuse service in Merton after struggling with cannabis and alcohol use. She has a daughter, aged four, and used to smoke and drink to dangerous levels while around her.

Catch22 staff completed a comprehensive **assessment and care plan** for mother and daughter, and began working with Charlotte to make her aware of the harms of her substance use – for both herself and her daughter. Our treatments enabled Charlotte to deal with the emotional and mental reasons for her substance misuse, and acknowledge the links between earlier trauma she had suffered and her substance use.

At the time Charlotte was on anti-depressant medication and wasn't aware of the damage that the combination of substances she was taking could be doing. Catch22 provided a **non-judgemental**, safe space in which Charlotte could confront her

experiences. Charlotte stated that in order to keep her mind free from wandering, she needed focus.

Catch22 workers arranged for her to begin **volunteering** at a local farm one day a week. This enabled Charlotte to build up her confidence and **focus on the future**. She is now far more positive, continues to engage with treatment and acknowledges the harm that her previous actions were causing. She is enrolled to begin **studying at college** this September and is looking forward to a life free from drugs and alcohol.



“Our treatments enabled Charlotte to deal with the emotional and mental reasons for her substance misuse, and acknowledge the links between earlier trauma she had suffered and her substance misuse.”

To protect identities, images are not specific to the stories but are of others involved with Catch22.

04 Innovating justice services

Catch22 continues to support young and adult offenders in custody and in the community.

In November 2012 Catch22, in partnership with the St Giles Trust, was awarded a contract by the London Probation Trust (LPT) to deliver a mentoring scheme in Greater London to support 150 offenders. There are two strands to the programme:

- in the first male ex-offenders are trained to peer mentor young men aged 18 to 25-years-old serving community sentences
- in the second female mentors are trained to support women offenders and test personalised budgets in 13 London boroughs.

Impact

In HMP Doncaster in 2012/13:

- **91.67%** of offenders with sentences of less than 12 months had settled accommodation on leaving the prison
- **46.1%** of offenders, with sentences of less than 12 months, progressed into education, training or employment on leaving prison.

91%

of offenders with sentences of less than 12 months had settled accommodation on leaving the prison.



Case study

Mentor support: Maurice

I had a turbulent upbringing; mental and physical abuse was my motivation to leave. I joined the army in 1995 and my first four years involved more abuse and bullying. In 1999 my girlfriend told me she was pregnant, and I married her. I was serving abroad and it wasn't easy for my new wife in a foreign country with a new baby and me away all the time.



Three months into my training for Iraq, she took an overdose. She gave me an ultimatum: my family, or my 10-year career. I chose my family.

Not long after that I found out my wife was cheating; my marriage failed and I had nowhere to live. Life started to spiral, I was sleeping rough and smoking drugs. I was angry, lost and confused and I confronted my wife, which led to my first ever encounter with the police. I moved back north, had counselling, tried several different jobs and kept out of trouble. Then I met my soul mate, but my anger, confusion and drinking brought me back to the pattern I'd seen before. With no real reason, I strangled her. I'm still trying to come to terms with this.

When I first came into custody my mood was very low but I was offered an enormous amount of support from Catch22. When I was coming up for release, my case manager thought I would benefit from having additional support and I was assigned to John, **a volunteer mentor** from Catch22. I can honestly say that without the support of my case manager and volunteer mentor, I would not have got through this last year. They supported me through hard times, including two suicide attempts, and I am greatly appreciative. The Catch22 team really **invested a lot of time and effort** into me. They were always available and I always knew what was happening both in prison and when I had been released. I know that I can rely on them and that **has kept me focused.**

‘The Catch22 team really invested a lot of time and effort into me. I know that I can rely on them and that has kept me focused.’

Having the on-going support makes me realise how fortunate I am. I've had counselling since 2012 and it's still a work in progress, but it's going well. I'm looking for a full-time job and I'm volunteering with Catch22 as a peer mentor for other veterans in custody, something that I take **great pride** in and will continue to do.

05 Addressing gangs and gang crime

Continuing Catch22's successful track record of tackling the issues of gangs and gang crime, the Dawes Unit (funded by the Dawes Trust) brings together research, policy and practice to drive forward understanding of how we can effectively tackle gang involvement.

87%

of service users surveyed in 2012/13 made a lasting change in their life as a result of the help that they received from Catch22.



A pilot programme in Wolverhampton is testing an 'end-to-end' approach: young people and their families are supported through all the key points of risk in their lives, including points at which they are ready to make changes and exit gang life. The pilot is being evaluated by the Sheffield Hallam Centre for Community Justice for effectiveness.

Impact

- **85%** of those who engaged with the pilot in Wolverhampton for longer than three weeks in 2012/13 achieved self-identified positive outcomes
- **80%** of those who engaged in one-to-one support for a significant period of time up to April 2013 did not offend.

The pilot has a unique partnership with a local barber shop in Wolverhampton, Mac's. Service users from the pilot are offered opportunities to engage with an eight-week training course at the barber shop. As well as learning barbering skills and completing a portfolio of work, they also gain a range of other important skills, such as anger management and budgeting. Of the first group of students:

- **37.5%** are in other employment
- **25%** are working in other barber's shops
- **12.5%** are studying in college
- **12.5%** are returning to mentor future service users.

Case study

Supporting gang exit: James

James self-referred to the pilot project in Wolverhampton, admitting that he had a history of involvement with gangs. His gang involvement had seen him committing crimes ranging from drug supply to firearms possession and use.



Acknowledging he had led a reckless lifestyle, he consequently struggled with depression and alcoholism, and described himself as living on the edge of poverty. James has five children. He saw himself as at a crossroads in his life, and stated that he was on the brink of returning to his old negative and gang-related behaviour in order to finance his and his children's basic needs.

James came to the Dawes Unit in desperation, stating that he had no heating in his house in the dead of winter and could not afford food for the children. In return for a **commitment** from James to work towards an action plan to ensure that this situation was not replicated, the Dawes Unit was able to meet his immediate needs by providing funds for electricity for the week, sourcing food parcels through a local food bank and providing the children with basic clothing.

Following a period of **intensive support** from Catch22, James set out an action plan to address his alcoholism and agreed to attend the barber project with the hope that he could gain the skills needed to **provide for his family** legally. As well as attending weekly therapy sessions, James began engaging on the barber's project enthusiastically.

His keenness and ability caught Mac's attention, who asked him to stay on the next course, not only to improve his ability, but to help out with other referrals and act as a role model for others coming into the project. Crediting the **psychotherapeutic intervention** with his reduced substance use, James is looking forward to the future and is about to engage on a second barbering project, assisting the barber and serving as an **example to others** on how they can turn their lives around.

Following a period of intensive support from Catch22, James set out an action plan to address his alcoholism and agreed to attend the barber project with the hope that he could gain the skills needed to provide for his family legally.

06 Our vision for education

Our vision is simple: to transform the lives of the most troubled and vulnerable young people, wherever they learn, through personalised learning that provides real opportunities in education, employment or training.

In 2011 Catch22 was commissioned by the Department for Education to deliver an 18-month pilot programme, Engage in Education, which would support Key Stage 3 and 4 young people at risk of exclusion from school.

Engage in Education came to an end in 2013, but Catch22 has since received a grant from the Education Endowment Fund to continue to deliver the programme in a modified format, structured as a randomised controlled trial. A research team at the University of Cambridge will independently evaluate the impact of the programme.

In 2012, the Pupil Parent Partnership (PPP) school in West London joined the Catch22 schools group. The PPP provides full-time alternative education for young people in years 9, 10 and 11 who have been repeatedly excluded, and aims to re-engage young people in learning by combining academic qualifications with vocational qualifications.



Impact

An external evaluation of the Engage in Education pilot programme in 2013 indicated the following:

- as a result of the programme, fixed-term exclusions decreased by an average of **21%** in schools taking part
- **61%** of young people participating in the programme increased their attainment in English and/or Maths
- **85%** of young people questioned stated they had improved their confidence
- **92%** of young people questioned stated they had improved their behaviour.

In 2012:

- **52.8%** of pupils in the PPP school gained four or more A*–G grade GCSEs, including English and Maths, with 67% and 75% of pupils gaining GCSEs in English and Maths respectively
- **89%** of all formerly disengaged students gained formal accreditations and/or qualifications at the end of their time in the school.

84%

of young people on our North London NEET Prevention European Skills Fund-funded contract remained in education, training or employment 26 weeks after they had completed the programme.



Case study

Study Programme: Faisal

Disengaged from full-time education, Faisal has an older brother who is involved in crime and drugs, influencing him to make bad choices. Faisal comes from a large family with significant issues that have created divisions and put emotional pressure onto him and his siblings.



Faisal was originally referred onto Catch22's Youth East programme, completing a Level 1 Jamie's Cooking Skills qualification. Despite a

lack of engagement, his key worker Carmel's continued efforts to build a relationship eventually resulted in him enrolling on the Study Programme course. The course gave Faisal the **motivation and support he needed** to begin turning his life around, and prevented him from engaging in negative activities with his peers.

Faisal and his mum identified a number of work placements he was interested in and with the help of Catch22 a 15-day **work placement** was arranged at a local primary school. Faisal thrived during his

placement, taking group activities, manual work, health and safety, creative and administrative tasks, and volunteering to take on extra responsibility. He became a **fantastic role model** to the primary school pupils. The Study Programme course developed his self confidence, while the work placement element developed his sense of responsibility and helped him to gain a **sense of achievement** through work. Feedback about Faisal from the placement was positive.

Faisal still attends our job club every Wednesday morning. He hopes to work in retail and Catch22's Study Programme team will continue to support him to complete his qualifications and apply for employment opportunities.

07 Expanding our employability services

Catch22 aims to deliver high-quality apprenticeships and employability programmes that are both relevant to the needs and aspirations of vulnerable young people and adults and that fulfil the requirements of businesses.

Impact

In 2012/13, Catch22 was successful in receiving funding from the Apprenticeships Applications Support Fund, managed by the Association of Employment and Learning Providers on behalf of the Skills Funding Agency and National Apprenticeship Service. This funding enabled Catch22 to provide CV support, interview skills, coaching and employability workshops to 124 young offenders working in partnership with the London Probation Trust in Croydon, helping to prepare them for apprenticeship applications.

In 2012/13, Catch22 supported a total of **459 apprentices**, **70%** of whom successfully completed their apprenticeship. This is equivalent to the national average for the mainstream. Our apprenticeships contract doubled in size during 2012/13, expanding across London, Hampshire and Essex.

Catch22's Office Apprenticeship Service was launched in March 2013. It offers young people (16 to 24-years-old) a business administration or customer service apprenticeship while gaining valuable paid employment experience in a call centre environment. Catch22 has employed 15 young people who were formerly classed as not in education, employment or training (NEET) to deliver the service.

Auto22, our social enterprise garages in Kent, continues to provide work experience and training opportunities for disadvantaged young people wishing to gain qualifications and skills in motor mechanics. Our skills centre, which is located next door to the

Gravesend garage, is dedicated to teaching young people vocational skills, including motor vehicle studies and functional skills. In 2012 we opened our second and third Auto22 sites in Paddock Wood and Gillingham respectively.

Project New Horizons delivered in partnership with British Exploring is designed to help young people find their way into education, employment or training.

In the summer of 2012, the project took 32 young people to Egypt to trek across the Peninsula of the Sinai Desert. On their return to the UK the young people received continued support from their designated mentor for a further six months.

- **90%** of the young people who took part in Project New Horizons entered education, training or employment within three months of their return.



Case study

Apprenticeship success: Shannon

Shannon Jenkins completed her Level 2 apprenticeship in Business Administration and Customer Care through Catch22 with the Southern Co-operative. Shannon was shortlisted for 'Apprentice of the Year' at the News Business Excellence Awards in Portsmouth, and was a winner of the inaugural Catch22 Apprenticeship Awards.

'I got an apprenticeship at the Southern Co-operative through Catch22. When it started I didn't have much confidence and I thought a basic admin job was all I could do. My Catch22 assessor noticed that I was doing really well and the support I received helped me to become **more confident, organised and professional**. It means so much to me that I've been given this award to recognise my achievement. Now I have **a permanent job** and I hope more young people can benefit from an apprenticeship scheme like I did.' **Shannon Jenkins**

'Shannon's success in being shortlisted for such a prestigious award is in no small part down to her individual hard work, determination, mind-set and work ethic. It also bears testimony to the level of **training, support and encouragement** given to her by Catch22. I am delighted

that Shannon has been offered a full-time position in my department on completion of her apprenticeship.'

Rod Newman, Member and Customer Services Manager, Southern Co-operative



08 Our approach to social action

Catch22 has been involved in social action for over a decade and we're equipped to lead another 10 years, with social action playing a more integral role in the help that we give to the young and vulnerable people we work with. For Catch22 this means engaging everyone in social action which makes more impact – young, old, service users, community members, corporate volunteers and businesses alike.

82%

of volunteers felt that they could now make a difference to their communities and the environment.



Social action at Catch22 has always been led by young people empowered to do good. Be it transforming a dull space into somewhere people feel inspired by, creating the room for young people's voices to be heard and listened to or encouraging young people to solve social issues happening in their own backyard.

Catch22 is proud to be a part of the NCS Network. In 2012/13 The Network involved 2,184 young people in social action in their communities, giving them a chance to learn new skills and make a difference.

In 2012 Catch22 won funding to build the first-ever social action app, Plan.Do, which will bridge the gap between young people's social action projects and the skills that employers are looking for. The app makes it fun and easy for young people to run projects that benefit the community while also developing the skills they need to succeed in training, a job and a rewarding career. With these assets Catch22 will engage more young people in social action projects and extend our social action footprint over the coming year.

Impact

In addition to celebrating 10 years of successfully delivering Positive Futures, 2012/13 saw Catch22's Community Space Challenge (CSC) win the BIG Lottery Fund award for the best environmental project in the UK.

The University of York independently evaluated CSC in 2012, and the figures speak for themselves:

- **73%** of volunteers said that they knew more about the environment as a result of the programme
- **82%** of volunteers felt that they could now make a difference to their communities and the environment
- **75%** of volunteers who had been in trouble with the police reported that they are now getting into trouble less or not at all since they started taking part in CSC
- **92%** of those involved with CSC progressed on to education, training, employment or volunteering.



'Before Community Space Challenge, there was very little for young people to do and residents complained of trouble and anti-social behaviour – now there is nothing of the kind. All the kids get involved in planting and making the place look good.'

Resident and mother of CSC volunteer

Building our evidence base

Catch22 is committed to demonstrating the impact of our work on individuals and communities as demonstrated by programmes such as Realising Ambition. Catch22 is leading the large scale national programme, funded by the Big Lottery Fund to deliver 25 evidence-based projects designed to prevent young people from offending. As well as practically supporting young people and their families to stop offending, the programme aims to understand what works in terms of replicating evidence-based practice and influence those who buy and deliver services to use a more evidence-based approach.

In January 2013 the Sheffield Hallam Centre for Community Justice began an action research evaluation of the Dawes Unit. The three key components of this evaluation are:

- to evaluate the impact and effectiveness of the policy and research work
- to conduct a process and impact evaluation of the gangs project in Wolverhampton
- to provide evaluation support for project implementers.

In July 2012 Catch22 undertook a summative evaluation of the Transition To Adulthood Alliance (T2A) pilots, which focused on the twin priorities of managing transition and developmental maturity of 16 to 24-year-olds. Outcomes measured were based on the offender pathways used by the National Offender Management Service. The results of the evaluation were promising:

- only three young people were reconvicted in this time
- employment rates trebled
- NEET (not in education, employment or training) levels halved.

Impact

Interim results, released in June 2013, show that the payment-by-results pilot at HMP & YOI Doncaster is a positive step towards reducing re-offending through a caseworker-led approach and a focus on improving outcomes.

The DFE's Family Savings Calculator evidenced a total average saving per individual of £16,236 and an average whole-family saving of £62,003, totalling £3,038,140 across all cases at our Intensive Family Support Service in the Wirral (2012). The service helps families who are affected by substance dependency, domestic violence or who have been involved with anti-social behaviour.

Getting the best out of our people and resources

When surveyed, 98% of our staff said they put the quality of the relationship they have with their service users at the heart of the work they do, with the majority of our service users saying that Catch22 made a difference to their lives because of their relationship with their key worker.

To enable our staff to continue to focus their energies on our service users we made a major investment in upgrading our IT and telecoms infrastructure.

In 2012/13 we also completed a major restructure, moving from geographic to thematic focused directorates, the benefits of which have been enormous. This has helped to bring clarity and focus to what we do, and enabled us to boost our senior management team.

Core to Catch22's work in social action are the **834 volunteers** that have delivered **57,313 hours** of support in 2012/13. These volunteers are vital, as is our focus on making sure we can engage more volunteers in the coming year to achieve demonstrable impact.

In 2012/13

57 314

hours of support
from 834 volunteers.





How we are funded and thanks to supporters

In 2012/13 we achieved an income of £53.4 million. The vast majority of this is in the form of contracts for the delivery of public services addressing social need for local and national government. Whether we are educating those excluded from school, rehabilitating recently released offenders or supporting care leavers into work, our challenge is to deliver the best results for communities within an increasingly competitive environment.

In 2012/13, we also engaged with companies, trusts, foundations and major donors through volunteering and mentoring opportunities, project-specific funding, simple donations and development programmes.

It is impossible to list all those that have supported us over the last year. But we thank them all, and the following list is an illustration of the breadth of our relationships:

BBC Children in Need

Big Lottery Fund

Barrow Cadbury Trust

City Bridge Trust

Comic Relief/Sport Relief

Commonweal Housing

Deloitte

Direct Line Group

Dawes Trust

Education Endowment Foundation

Freemasons' Grand Charity

Heritage Lottery Fund

J.P. Morgan Chase

L&Q Foundation

Marriott Hotels

Milton Damerel Trust

Nominet Trust

Rayne Foundation

Reggie Yates

Underwood Trust

William Hill

Will Young

In 2012/13

£53.4m

income in 2012/13 was invested to deliver positive outcomes for individuals and communities.



Looking ahead

This report brings to a conclusion the first year of a three-year strategy. We are proud of what we have achieved in 2012/13 and look forward to another successful year in 2013/14. We will continue evolving as an organisation, driving through changes at every level to make us a highly effective and efficient organisation driven by our social mission.



Breaking the cycle of disadvantage

We believe that tackling the roots of unemployment and poverty of aspiration is the most effective way of breaking the cycle of disadvantage. In 2013/14 we will invest, and seek further investment, in the capacity of Catch22 and its people to deliver employability services. Whether it is through a specialist employability programme such as Project New Horizons designed to increase a young person's aspirations, or giving a whole family the support and confidence needed to pursue their ambitions, our interventions will enable individuals to pursue education, training and employment.

Responding to social need

We will continue to make the case for a diverse and competitive market place, using evidence from over 200 years of service delivery to demonstrate our ability to respond to social need. As such, we will continue to embrace outcome-based payment methodologies, social investment and new financial instruments to help us turn chaotic lives around.

Turning chaotic lives around

We hope that the transforming rehabilitation agenda is the start of a new wave of opportunities designed to put service users and communities at the

heart of public service delivery and ensure that the market is genuinely opened up to a greater diversity of providers. The continued commitment from government to the open public services agenda, along with the clear economic imperative to achieve better value for money, will provide a landscape for Catch22 to continue delivering its social mission: to deliver social value by turning chaotic lives around.

2014



catch-22.org.uk

Catch22

27 Pear Tree Street London EC1V 3AG

T 020 7336 4800

E information@catch-22.org.uk

Registered charity no.1124127

Company limited by guarantee

Company no. 6577534

© Catch22 2013