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Over to you

When we developed the joint NHS/NOMS Offender Personality Disorder (PD) strategy back in 2011, it all started with identification of a number of key principles. These **principles remain at the heart** of our decision-making approach and the way we design, plan and develop PD pathways across England and Wales for offenders with complex psycho-social difficulties.

The ten separate principles emerged from the practice experience of the recent decades of criminal justice and mental health services, and respond to many of the core recommendations made by serious incident inquiries. They are based on both psychological and systemic understanding that offenders facing persistent, pervasive and problematic behaviours need **services based on integrated, psychologically-informed and consistent pathways** of service provision across criminal justice, health and social care. They also acknowledge issues of gender sensitivity and that, through a managed partnership with offenders and the support and development of the workforces involved, we might support outcomes to reduce re-offending and improve psychological health.

We are now looking to develop a **Principles Charter**, which will underpin our future performance management of PD pathway services, thereby ensuring that the principles inform and guide service delivery.

As with the development of the offender PD strategy, we want to consult widely on our approach. **The draft Charter is attached to this edition of the *Pathway Press*, and we would welcome your comments! These should be sent to pd@noms.gsi.gov.uk by 31st January 2014.** The results of the consultation will be shared in a future edition of the *Pathway Press*.

To help prompt your thinking on what the principles may mean for you, this fifth edition of the *Pathway Press* features contributions from around the offender PD pathway on how existing services are already putting the pathway principles into practice. We hope this will give readers a further flavour of the services underway nationally, as well as providing useful tips about how you can align your services with our core principles.



We wish all our readers a relaxing and enjoyable Christmas break

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The Royal College of Psychiatrists is currently recruiting for three enthusiastic project leads to work on the National Enabling Environment (EE) in Prisons and Probation project.

The posts are part-time (two days per week), from February 2014 until December 2015; rate of pay is £150 - £200 per day. Applicants should have knowledge and experience of working psycho-socially with offenders within prison and/or probation services and be willing to travel. There are two regional posts for male services across the North, Midlands and South, and one national post for female services. The posts will support the development of EEs in a range of settings within the criminal justice sector.

For an application pack, please e-mail jobs@rcpsych.ac.uk; or download here: <http://www.rcpsych.ac.uk/usefulresources/vacancies/enablingenvironmentleadsx3.aspx>

Closing date for applications: 3rd January 2014; Interview date: 13th January 2014

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Ministry of JUSTICE
National Offender Management Service

Latest programme news

In recent months, we have:

- Launched procurement exercises for new PD treatment services at HMYOI **Aylesbury**, HMP **Eastwood Park**, HMP **Wayland** and HMYOI **Swinfen Hall**; and for the **evaluation** of the national offender PD pathway
- Awarded the contract for delivery of the new PD service at the **Sheppey** prisons cluster. The successful bidder was London Pathway Partnerships led by Oxleas Foundation Mental Health Trust including three other mental health trusts: SLAM, East London, and Barnet, Enfield and Haringey. The service plans to open in January 2014. Included will be enabling environments, psychologically informed planned environments and treatment services; across 162 cells in two wings
- Awarded the contract for the delivery of the PD service at **Garth** prison. The successful bidder was Merseycare. The service plans to open in January 2014. The design is for 48 beds on a modular progression – early days, treatment and reintegration, supported by an enabling environment for the whole service
- Concluded the 2013 round of **listening events** with offenders participating in services on the PD pathway
- Appointed a **new NHS Head of Team**: Sarah Skett, formerly NOMS Custodial Commissioner for the East Midlands, takes up post in January 2014 on secondment to NHS England, working alongside Ian Goode, who is the NOMS Head of Team. Our current NHS Head of Team, Nick Benefield, retires in March 2014.

Our next steps are:

- To launch a procurement for a PD service for women at HMP **New Hall** near Wakefield
- To conclude and evaluate the pilot of modular PD **training** for prison officers
- To make a decision on appropriate **information technology** services for the PD pathway
- To field-test time-limited clinical support for HMP **Pentonville**'s work with violent and disruptive prisoners
- To pilot a **Mentalisation Based Treatment** approach for offenders in the community
- To support the new Close Supervision Centre service at HMP **Full Sutton**.



Using the principles to shape practice at the CAMEO service, HMP Foston Hall

The women offender PD pathway in the Mid region includes a new PD treatment service, known as the CAMEO service, at Foston Hall prison in Derbyshire. As part of the early development of the service, the CAMEO team used the draft Principles Charter as the basis for a series of focus groups to explore what the principles meant for the new service and how they could be translated into a local charter. Here, **Alison Jackson-Hedges, Substance Misuse Service, and Cara Croydon, a resident of Foston Hall**, who both participated in the focus groups, describe the results.

“The focus groups included staff from various departments and women at Foston Hall, as it was important to implement the **inclusive community approach**. The team met regularly, considering the draft Charter, how we understood it, and how it could be adapted and applied within Foston Hall in an inclusive and user-friendly way.

“The table below shows some of the key words identified by the focus groups of what a local charter at Foston Hall should be and involve:

C	care; capable; communication; clarity; consistent; continuity; clause; confidential; cultural, current; choice
H	honest; helpful; humane; happening; humour
A	advantageous; accessible; achievable; available; accountable; assist; advice; advise; act; adhere to; agreement
R	regular; redress; received; robust; realistic; respectful; reliable
T	time bound; two-way; transparent; targeted; trustworthy; truthful
E	enabling; environment; equality; essential; effective; efficient; encouragement; enhance; easy to follow
R	reasonable; reflective; resourceful; readable; real

“Working together as a team we were able to think about the different experiences and challenges that staff, women and visitors could encounter at Foston Hall.

“The focus groups have been valuable because they helped us identify the need for a clear pathway, the needs of individuals within the pathway, and the support we can offer them and each other.”

The principles in practice: 'model and management is psycho-socially informed'

One place where you would expect to find the principle of a 'psycho-socially informed model' in full application is in a PIPE, or Psychologically Informed Planned Environment, piloted since 2011 in seven sites, and now being rolled out to further locations. Here, **Tracey Brookes, acting Clinical Lead of the PIPE at HMP Hull**, tells us more about how, in just over two years of implementation, the PIPE has applied the concept of being 'psycho-socially informed' into a practical framework for staff and prisoners.

Principle: The model is clearly described. Staff understand the relational approach and boundaries.

Evidence: Staff understand:

- One's own and others' behaviour as communication
- The impact of one's own and others' behaviour on each other and the group
- The dynamics of relationships.

Are the relationships in our setting consistent, safe and effective?

"PIPE staff model appropriate interpersonal relationships, demonstrate effective problem solving, and raise concerns regarding ineffective strategies being presented by the prisoners. This can be a difficult task to accomplish in any service, however **having regular supervision as a key component to the work allows staff to manage difficult dynamics** – this allows any jealousies or 'splitting' to be resolved within a contained environment.

"Training is given to all staff, enabling them to understand the perspective of the individual and the 'logic' behind prisoners' patterns of behaviours. This increases staff confidence and also develops a shared language for staff to use when discussing prisoners' care and management.

"Prisoners generally come to the PIPE to consolidate the learning achieved through offending behaviour programmes. This forms the basis of the observations and discussions between the prisoner and their personal officer. Structured groups are attended fortnightly, facilitated by the staff on the unit. These encourage the prisoners to engage in discussion about different themes, with the **ultimate aim of maintaining 'Good Lives.'** Prisoners are also offered semi-structured sessions once a week.

"Overall it is still 'work in progress' and we're constantly responding to the changing demographic. However there is a clear foundation, which has been able to interpret the ethos of PIPE and create tangible outcomes."

The principles in practice: 'service user involvement'

It's not just at a local service delivery level that the PD programme's Principles Charter applies. In this article, **Tahira Hussain, the PD team's lead on service user involvement and workforce development**,* tells us more about how the principle of involvement is integral to the offender PD programme and how we have embedded the principle in the team's work at a national level.

Principle: Offenders understand the nature of the work delivered. They can describe the commitments they have made, the requirements of them and their personal responsibilities within the service. Offenders are, where appropriate, involved in the design, delivery and review of the service.

Evidence: Offenders understand:

- The model (Approach taken);
- Their role (To participate);
- Their responsibilities (To progress).

Do we (offenders) understand the purpose of the service and what is expected of us; do we contribute to service reviews?

"We have a dedicated strategy which aims to positively engage and meaningfully involve offenders in all aspects of the work we do and the services we co-commission. The strategy is supported by a detailed work plan, and we've also set up a virtual expert group to advise us on good practice and help guide our work in this area.

"As a programme, we're committed to ensuring that **offenders' voices are heard at each key stage in the commissioning cycle**. This means:



"I've recently completed a series of listening events around the country. These allow users of services along the PD pathway to provide feedback on various themes, including their relationships with staff, what motivates them, and what has helped them thus far. When asked how they felt about participating in focus groups, the

majority of offenders found them useful, interesting and comfortable, and that they helped with confidence issues.

“We’ve commissioned a number of projects designed to **support personal empowerment and the development of individual responsibility, confidence and skills**. This includes a project at the Resettle service in Merseyside, which explores what it is like to live with a diagnosis of PD through the production of a film. We’re also working on a cookery book, with a difference! Participants in PD services are sending in their favourite, easy-to-follow, recipe along with a few lines on what it means to them. The recipes will be collected in a book which we hope to make available in prison libraries.

“Talking about PD and increasing awareness among the wider prison population is the aim of a further project, where we’re taking over the airwaves! Working with the Prison Radio Association, prisoners at selected sites will create a radio piece for broadcasting, along the way developing their presenting and technical skills.



“All in all this is a very exciting and evolving time for service user involvement in the offender PD programme!”

** Debra Jeffrey resumes her role as service user involvement and workforce development lead for the offender PD programme in December 2013.*

The principles in practice: ‘shared ownership and responsibility and joint operations’

The Offender Pathway Development Service in Yorkshire offers psychologically informed, formulation driven consultations to Probation Local Delivery Units. In this article, **Bryony Crisp, Forensic Psychologist, Leeds and York Partnership Foundation NHS Trust, and Rachael Taylor, Probation Officer, Humberside Probation Trust**, tell us more about how their experience of joint working across professional boundaries has reaped mutual benefits.

Principle: Responsibility is shared by the partner organisations. Operations are delivered jointly, demonstrating a collaborative culture to all aspects of service delivery. Partners value respective knowledge, skills and experience.

Evidence: Active engagement by the partners aimed at integrated operations.

Do we, together, own this piece of work?
Are the leadership, management and operation integrated?

Bryony: “The case consultations aim to offer workforce development by enabling whole teams to access the psychological approach to risk management offered by the service. As a psychologist, I am keen to demonstrate how **thinking differently about risk can lead to creative and effective ways of moving forward with difficult clients.**”

Rachael: “The process of ‘breaking down’ one of my difficult cases (a female offender called Sarah) into problem behaviours, strengths, history, how the offender saw herself, others and the world and coping strategies really helped me to take a different perspective. Sharing and discussing my thoughts and frustrations about the case with colleagues reassured me that what I was doing was right as opposed to feeling overwhelmed with unanswered questions and feeling that I was simply not getting anywhere in respect of reducing Sarah’s risk.

“The process enabled me to truly understand how Sarah may be feeling and the reasons behind this. **I can now generate different approaches to working with her**, avoid reinforcing her difficulties and instead focus on her strengths.

“The session also gave me a ‘safe environment’ to express how the case was making me feel and how that has impacted upon me as a practitioner but also when I go home and spend time with my family. I can now acknowledge that I have previously been very hard on myself for not feeling able to make a positive difference.

“Overall the whole experience was very valuable. The facilitators were very skilled and I felt supported throughout. I would definitely use the clinic again with another of my cases.”

Bryony: “Hearing that the consultation has helped to increase the feeling of being effective in risk management really boosted my motivation and confidence in continuing to implement this new and innovative service across Probation. However, the thought that **offering a psychological approach to risk management can also improve offender managers’ personal psychological health** was beyond my expectations. It really shows the importance of finding new ways of working within existing services and the benefits that can be reaped.”

Over to you: Pathway Press brings you the latest offender PD programme updates, stories from our pathway services and wider personality disorder developments. Previous editions are available [here](#). Our next edition (Spring 2014) will focus on workforce development. If you have a story to share, please email pd@noms.gsi.gov.uk.