

## WORKSHOP SESSIONS: 12:10pm – 1:30pm

### 1. Aaron Pycroft PhD - University of Portsmouth

*From Perplexity to Complexity in Probation Practice*

This workshop will explore the application of complexity theory to probation practice as the latest iteration of systems thinking in human services. This approach is important in helping practitioners to understand the connectedness of the systems that they constitute and work in and the consequences of interventions with probationers.

#### Key learning points

Following the workshop participants will have an understanding of:

- Complexity theory and its potential for application to probation practice;
- An appreciation of developments in systems thinking with an emphasis on understanding people in context and the need for creativity in resolving intractable problems;
- Frameworks/models available for working with complexity in practice.

#### Presenter

Aaron Pycroft PhD is Reader in Criminal Justice and Social Complexity in the Institute of Criminal Justice Studies at the University of Portsmouth and is a team member for the delivery of probation qualifying awards. Aaron's research interests focus on the development of complexity theory in therapeutic settings and he has published widely on the topic.

### 2. Amy Beck and Lisa Cook – National Probation Service

*Saving Lives: New Approaches to suicide & self-harm prevention in probation practice*

This workshop aims to share knowledge and best practice on suicide risk recognition and prevention within the National Probation Service. The overarching aim is to reduce and prevent suicide of individuals under probation supervision whilst also supporting the wellbeing of probation staff working with individuals at risk of suicide. Whilst the research conducted to date has focused on the NPS learning and findings will have equal relevance for both NPS & CRC probation practitioners.

This workshop will highlight the findings from a number of research papers (see appendix 1) which have been undertaken in conjunction with the University of Westminster & the NPS London.

We delivered a similar workshop at the National Suicide Prevention Alliance (NSPA) in January. However this was focused on an audience outside of the CJS. We would welcome the

opportunity to share research findings specifically with CJS probation practitioners and interested academics who are in a position to implement recommendations and contribute to future research directions and ideas.

#### **Key learning points:**

- Highlight new suicide prevention research and key messages with the aim of enhancing probation practitioner skills and knowledge contributing directly to CPD
- Encourage discussion of new ideas that could impact on suicide prevention and support probation staff and service users
- Consider collaborative opportunities to work effectively together in the future & provide a networking opportunity to advance probation suicide prevention work

#### **Presenters**

Amy Beck is a Chartered and Registered Forensic Psychologist and an Associate Fellow with the Division of Forensic Psychology within the British Psychological Society (BPS). She has worked within the Criminal Justice System for seventeen years previously working for the police, with victims of serious violent and sexual crime and as a facilitator on sexual and violent offender treatment programmes. Currently employed as the Senior Forensic psychologist within the National Probation Service (NPS)-London, Amy is involved in assessment and consultancy work with high risk violent and sexual offenders. She has been the suicide prevention lead for NPS London for a number of years establishing and Chairing the NPS-London Suicide Prevention Forum. In addition, Amy is Chair of the Suicide Prevention Steering Group for the National Probation Service. Amy regularly designs and delivers specialist suicide prevention training for probation staff as well as delivering training externally to staff in other organisations such as the police. She co-wrote a chapter on suicide and intentional self-injury in 'Psychology in Probation' (Eds Towl & Crighton, 2004) and has published research with colleagues on suicide prevention in probation. Amy is currently contributing as a topic matter expert to forthcoming NICE guidelines on preventing suicide in community and criminal justice settings.

Lisa Cook started work as a volunteer in the Probation Day Centre in Oxford in 1998. She joined London Probation as a trainee forensic Psychologist in 2002. She has worked in Probation in London as a Forensic Psychologist since 2011. She has had a long-standing interest in the suicide prevention agenda in Probation which started when completing a review of suicide prevention practice in London Probation in 2003. She has been involved in designing and delivering suicide prevention training for probation staff for over 10 years. She has been an active member of the NPS London Suicide Prevention Forum and contributed to strategic developments in suicide prevention in London over a number of years. She has published research looking at staff decision making around suicide risk and suicides in probation service users in the community. She also acts as the Chair of the Approved Premises Suicide Prevention Champions Group in London.

### 3. Lynn Kelly – Head of Operations, POPS

*'Relative Care'*

#### **Theme**

This workshop will examine how good practice can create positive outcomes for individuals and communities. It has been well researched and documented that families can and should play an important role in supporting offenders to desist. This workshop will explore the value and impact of providing services and interventions for offenders' families which are delivered alongside NPS/CRC 's work with the offender throughout the sentence / supervision plan.

#### **Background**

POPS' core business for nearly 30 years has and continues to be delivering a range of high quality family support services and interventions within prisons. Additionally, for the last 10 years, POPS has been the provider of community base family support as part of the Intensive Community Order provision across the 10 local authority areas in Greater Manchester. This commissioned service (by Probation Service / CRC) provides providing critical support to the offenders' families and provides access to important family based information for Offender Managers to minimise risk and impact on decision making, can promote improved compliance with sentence plans and impact on reducing re-offending.

This model of utilising 3rd Sector organisations who are experts in their field to work in collaboration and partnership with public/private sector services has produced a range of positive outcomes for individuals, families and communities. Not least of all the significant reduction in reoffending rates which are consistently, less than half the national average.

#### **Key learning points**

- The impact and benefits of providing support to families of offenders
- Understanding how this can be achieved
- Value of engaging with the Third Sector to deliver services
- Benefits of partnership work to bring about better outcomes for individuals and communities

#### **Presenters**

Lynn Kelly is Head of Operations for POPS and has over 25 years' experience working at a senior management level across the, private and social economy sectors local with a wealth of experience in managing local, national and international projects. Working as part of as part of POPS' senior leadership team, Lynn is experienced in managing the delivery of core business services covering programme compliance, performance management and leadership, finance, human resources, stakeholder engagement, marketing and supporting governance, she has a proven business development track record in sustaining and growing third sector businesses and delivering, measuring and evaluating social impact. Prior to joining POPS as Head of Operations in 2014, Lynn has worked on a national level within the welfare to work

sector for over 20 years, her work in the field of social inclusion has focused on offender learning and skills, employability and adult learning, social, economic and gender equality and women's economic development & entrepreneurship.

Stephen Sinnott is the Community Family Support Services Manager for POPS and has in excess of 12 years' experience of working with children and families in the Criminal Justice System. Prior to joining POPS, Stephen worked for the Youth Service in Greater Manchester and for the last 10 years, has been a community based Family Support Worker with POPS delivering services and interventions to Offenders' families. Stephen now heads up POPS' community based support services and is responsible for developing and delivering services, working alongside POPS' senior management team, probation and CRC Managers.

#### **4. Manjinder Purewal – Office of the Police and Crime Commissioner, Avon & Somerset**

*Working actively to reduce race disparity in the criminal justice system*

##### **Theme of the workshop**

Highlighting race disparity to enable practitioners to actively consider better, more informed and 'just' decision making.

##### **Background**

Lammy Review findings, MoJ Race Disparity findings and unconscious bias.

##### **Key learning points**

- Scenarios and exercise regarding race disparity in the offender journey – from arrest to experience in prison – incorporating all agencies within the system
- Analysing where disparity/discrimination/unconscious bias may have played a part - in any part of the system e.g. arrest, decision to send to court rather than out of court disposal, sentence proposals, sentence outcomes, breach/recall decisions etc
- Individual Action Plan for how they can actively and consistently critically analyse their own decision making in their work with offenders.

##### **Presenters**

Manjinder Purewal – Criminal Justice Senior Responsible Officer – working to the Avon and Somerset Police and Crime Commissioner on a transformation project across all areas of the system – looking at inter dependencies across all criminal justice agencies (HMCTS, CPS, Police, NPS and CRC) in order to improve the offender and victim experience (including Race Disparity).

21 years' experience as a Probation Officer, the last 11 of which were at senior manager within probation. The 21 years span the original National Probation Service, Probation Trusts and the

Warwickshire and West Mercia Community Rehabilitation Company, where Manjinder was Chief Officer until October 2017.

If workshop is agreed, I will consider asking the Moj lead for Lammy to also participate. This is to be confirmed.

## **5. Sarah Paul, Rachel Reed & Jo Wood - Personality Disorder Strategy Team, National Probation Service**

*Risk, anxiety and the impulse to act*

### **Theme**

One of the most complex challenges of probation practice is to work effectively in the midst of conflicting tensions of care and control. Working with service users can provoke strong emotions which can lead to overly punitive or potentially collusive practice. Self-observation or reflective capacity, the ability to notice our own feelings and thoughts and how these link to behaviour improves our ability to manage risk, manage our anxiety and be aware of our impulse to act.

### **Background**

The National Offender Personality Disorder Strategy is a jointly commissioned initiative between HMPPS and NHS England. Its aim is to ensure a psychologically informed perspective to probation practice. The community aspect of the pathway works alongside offender managers and through the use of consultations and formulations, aims to facilitate positive relational engagement with high risk service users who have psychological difficulties. In doing so, space is provided to offender managers to consider relational dynamics and make sense of their experiences and related emotions. Using relevant theory and models, this workshop aims to provide the opportunity for delegates to reflect on the ways in which the emotional impact of their work can affect decision making specifically in relation to risk management and to recall.

### **Key learning points**

- Importance of engaging with the emotional content of probation work.
- Importance of identifying ways to manage anxiety and reduce the likelihood of reactive decision making.
- Usefulness of consultation/formulation in considering a relational approach to case management and utilising emotional feedback to enhance understanding of risk/need.
- Introduction to models which make it possible to consider emotional responses and reactions in relation to risk management.

### **Presenters**

This workshop will be presented by three colleagues who work in the Personality Disorder Strategy Team in Greater Manchester. Sarah Paul and Rachel Reed are Senior Probation Officers

in the team and Jo Wood is a Forensic Psychologist who has operational responsibility for the implementation of the strategy. Sarah has worked for the National Probation Service for 15 years. During this time she has worked in a Homeless Offender Unit and a Multi-Agency Public Protection Team. For the past 4 years she has been a Senior Probation Officer in the Personality Disorder Strategy Team. During this time Sarah has contributed to national work on recall decision making.

Rachel Reed has worked for the National Probation Service for 11 years. She was a case manager for 7 years, prior to joining the Personality Disorder Strategy Team as a Senior Probation Officer. During this time, she worked as a co-facilitator in a democratic therapeutic community group for individuals with personality difficulties.

Jo Wood Is a Chartered Forensic Psychologist and has worked for the National Probation Service for 18 years. She provides psychological risk assessments for individuals managed via Multi-Agency Public Protection Arrangements (MAPPA), and offers one to one interventions for individuals who commit sexual or violent offences. She has operational responsibility for the local implementation of the National Offender Personality Disorder Strategy in Greater Manchester.

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## **WORKSHOP SESSIONS: 2:15pm – 3:35pm**

### **1. Dr Shona Minson, Centre for Criminology, University of Oxford**

*Safeguarding children when sentencing primary carers*

#### **Theme**

This workshop will draw upon recent research on the effects of maternal imprisonment on children, and the obligations on sentencing courts to consider dependents of those they sentence. It will highlight some of the difficulties faced by children and the family members who step in to take on their care when a mother goes to prison. It will encourage participants to consider their unique placement within the process, and the workshop will explore the way in which probation practitioners can ensure that children of defendants are appropriately safeguarded by considering the way in which different sentencing options will impact upon the children.

#### **Background**

In January 2018 a film 'Safeguarding children when sentencing mothers: information for probation staff', made by Dr Minson with the support of the NPS, was launched and has been made available to probation staff. This workshop will explore in detail the issues raised in that film.

### Key learning points

- Sending a primary carer to prison has been found to cause extreme hardship to their children in the short, medium, and long term. These harms include achieving lower levels of education, an increased risk of mental health problems and addictions and an increased risk of becoming involved in criminal behavior themselves. Other family members who take on the care of such children are also at risk of deteriorating health and often face extreme financial difficulties due to the lack of state support for such children and their carers. Ultimately sending a parent to prison places huge strain on families and makes reunification difficult for parents and children. Post-prison supervision should also take into account the strains which imprisonment will have placed on the parent and children.
- Even when it is necessary to imprison a parent, children will be affected by the way in which the separation is managed. The making of appropriate enquiries by probation staff about the way in which children will be prepared for the separation by the offending parent, and the way they will be cared for during the separation, can significantly improve a very difficult experience for children.
- Probation staff are uniquely placed to provide the sentencing court with the information they are obliged to consider prior to sentencing an adult who has dependent children and thus can ensure the proper safeguarding of children.

### Presenter

Dr Shona Minson, a former criminal and family barrister based at the Centre for Criminology at the University of Oxford, has conducted research on the impact of maternal (primary carer) imprisonment on children. With the support of the Judicial College, the NPS, the Law Society, the Criminal Bar Association she has produced films addressing the safeguarding of children within adult sentencing proceedings for all professionals involved in sentencing decisions. A separate film for women facing sentencing is available to the public, and is also being shown within the women's prison estate.

It is hoped that a practicing court probation officer will co-present the workshop but this has not yet been confirmed.

## 2. Esther Baker - Synergy Theatre Project

*Utilising ex-prisoners in training and development of probation officers*

### Workshop theme

The workshop will share the innovative practice of using ex-prisoner role play actor/facilitators in training and development of probation officers and would include demonstration by ex-prisoner actors.

## Background

Synergy Theatre Project ([www.synergytheatreproject.co.uk](http://www.synergytheatreproject.co.uk)) works through theatre towards the rehabilitation and resettlement of prisoners, ex-prisoners and young people at risk of offending. Synergy has been working with London CRC's Professional Development and Learning team, using our ex-prisoner role play actors, to deliver part of their training programme for Probation staff (trainee and existing officers), receptionists and Community Payback supervisors. The feedback has been outstanding citing both the authenticity and high quality of the input:

Synergy's work has a magical quality – they transform training, making it real and alive. Their skilful role plays have helped our staff apply their knowledge and understanding in ways that simply wouldn't have been possible in any other medium. Ray Crews, Learning and Development Manager, London CRC Probation

We work with the partners to develop a range of scenarios which are tailored to the training. This has included:

- For trainee probation officers - understanding the Criminal Justice - a module in which we look at first meeting, breach and closure, Restorative justice and Diversity.
- For Receptionists - dealing with conflicts in the reception area, drug and mental health issues, bringing children to probation appointments.
- For Community supervisors - dealing with lateness, aggression, racism.

## Key learning points

- The effectiveness of Service user input in training and development
- The powerful use of drama as a learning tool

## Presenters

Esther Baker – Artistic Director of Synergy Theatre Project with over 20 years' experience of theatre and the criminal justice system, Butler Trust Award winner and has directed many shows both in prisons and mainstream theatres to critical acclaim. Leading on the role play training.

Two ex-prisoner actor facilitators tbc

## 3. **Matina Marougka - Together for Mental Wellbeing**

*Peer support service and Community Link Workers support: using less traditional but evidence-based models to support vulnerable people*

## Theme

Community support, flexible approaches, lived experience, outreach support to engage people



## Background

Together's peer support model has been developed over the course of several years by people with lived experience. The model has been extended and is delivered within the Liaison and Diversion service in East of London.

Community Link Workers (CLWs) extend the Liaison & Diversion process beyond criminal justice settings and into the community, where they support individuals to address their mental health, substance misuse, or social care needs. CLWs do this by helping individuals to identify, access and engage with services that can improve their wellbeing and break the cycle of repeat offending.

CLWs receive referrals from health and criminal justice professionals at Police Stations and Courts who identify individuals who might benefit from CLW support. The CLW can then work alongside the individual for up to 3 months, or until they are linked in with longer term services. Similar models operate across the country, as part of the national liaison and diversion programme.

## Key learning points

Delegates will gain an understanding of how these projects vulnerable people in contact with the Criminal Justice System. They will hear details about their work, through the use of case examples of the support they have been providing to people referred at police, court or probation settings. Referral processes and challenges engaging people, along with examples of how these have been overcome at times, will be also shared.

## Presenters

- Matina Marougka was the Women's Forensic Mental Health Practitioner at Thames Magistrates' court in east London delivering a dedicated liaison and diversion service for women appearing at the court and supporting a model of alternatives to custody. Since April 2014, she has been working as a Project Manager to support the implementation and delivery of the national liaison and diversion trial sites within London working with five NHS Trusts and Together. Matina has been working with providers to ensure consistency of the delivery across the site, facilitating a complex stakeholder engagement programme, supporting opportunities for service user involvement and ensuring that high quality data submissions support commissioners in their contract monitoring of the services.
- The second presenter will be one of the Community Link Workers, details will be confirmed at a later date.

#### **4. Rachel Stanton – National Probation Service**

*Sex offenders - an Integrated Offender Management response.*

##### **Themes**

The importance of collaborative working with Sex Offender Police in effectively managing risk by completing joint assessments, sharing information and use of Visor. How the IOM approach is succeeding. The effectiveness of 1:1 work with sex offenders who do not fit the criteria for group intervention, or who require further work upon completion of such group programmes. Good lives model/desistance and how this should inform the management of sex offenders.

##### **Background**

The Merseyside Sex Offender Integrated Offender Management team is the first IOM team for Sex Offenders in the Country. It has been running for 12 months as of 03/03/18 and the initial feedback and figures are excellent with regards to participant feedback, re-offending figures and rapid response to risk situations. This team is an innovative way of intensively working with the highest risk sex offenders by joining forces with Merseyside Police, employing a collaborative approach to active risk management. The SOIOM team have also created a sequencing framework including extensive 1:1 work and a consultation process in order to identify risk areas and empower offender managers to have the confidence and resources available to effectively manage sex offenders - an area highlighted by Dr Craissati in her recent study. We are also working on an innovative community integration opportunity for our SOIOM offenders - an area where there is little available at present given the risk profile of these offenders, but an area that we know is intrinsically linked to risk.

##### **Key Learning Points**

- Collaborative working with Police, programmes and voluntary sector agencies is essential - it works.
- Offender managers need to be empowered to have the confidence to work with sex offenders.
- The key to successful resettlement for sex offenders is a combination of risk management, intervention and the opportunity to improve their quality of life and integrate into the community which by the nature of their offending, has ostracised them.

##### **Presenter**

SOIOM team is made up of one Probation line manager, five Offender Managers, one Detective Chief Inspector, one Police sergeant and four Detective Constables. I will clarify who will be running the workshop if and when we are afforded the opportunity to be a part of the conference.

I, myself am a qualified Probation Officer, I have been in the Probation Service for ten years as an offender manager working in the North Liverpool area. I took an interest in working with sex

offenders specifically around eight years ago. At that time I became a "semi-specialist" within my LDU and managed a high proportion of sex offenders. I continued with this role for six or seven years and have gained a significant amount of experience in working with sex offenders, and operating in an advisory capacity to my colleagues. I was involved in the planning stages of the creation of the SOIOM and joined the team at the initial start date on 03/03/17. I was part of the working team that created the sequencing framework of one to one work for offender managers, and am currently at the forefront of creating a more innovative way of working with sex offenders, a much needed response in today's climate.

## **5. Stephen Whitehead and Claire Ely - Centre for Justice Innovation**

*Providing information to sentencers*

This interactive workshop will explore changing practice around the provision of information to sentencers across the UK both in the context of individual cases through the pre-sentence report, and in the ongoing relationships between the national probation service on the one hand, and judges and magistrates on the other.

### **Background**

This workshop will form part of the Centre for Justice Innovation's ongoing work to explore the relationship between the courts and probation services across the UK and how it influences the use of community sentence options. As part of this project we are bringing together a group of frontline probation practitioners from England and Wales, Scotland and Northern Ireland to compare the practice of providing information to sentencers in their different jurisdictions and consider what lessons can be learned about what works.

### **Content of the session**

We propose to use this session to provide a summary of the outcomes of the seminar and to invite participants to explore how the conclusions might apply to their own work. We will also provide context for the discussion through an analysis of recent trends in the use of pre-sentence reports in England and Wales. After the formal presentation we facilitate an open discussion where participants are invited to share their experiences of providing information to sentencers and to consider whether there are lessons to be learned from other jurisdictions which can help improve sentencers' understanding of CRCs.

### **Key learning points**

- How the use of pre-sentence reports to provide case information to sentencers has changed in England and Wales
- How practice in information provision in England and Wales compares to other UK jurisdictions.
- How frontline practitioners assess the impact of practice differences.

### **Presenters**

Stephen Whitehead is Head of Policy at the Centre for Justice Innovation and leads our work on community sentences and court reform. He has worked closely with the Family Drug and Alcohol Court National Unit and has an interest in specialist drug courts and courts for female offenders. In his previous role, he established the New Economics Foundation's criminal justice reform programme which explored the role that diversion and specialist courts could play in the UK. He is a trained facilitator with experience in citizen engagement and education policy making.

Claire Ely is an Innovative Practice Officer at the Centre for Justice Innovation. Her role includes working with practitioners to understand problems they face, supporting them to develop, test and embed new or improved ways of working, and identifying and sharing lessons from the implementation of new projects. Claire has extensive frontline experience of the criminal justice system from her time as a probation officer, most recently as Serious Group Offending (Gangs) lead in Southwark. Claire previously worked on prisoner re-entry and housing in the voluntary sector.