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Welcome to the Spring edition of the *Pathway Press*! This edition is dedicated to a series of articles showcasing the way that new training products and approaches to workforce support and development are helping and inspiring staff across the pathway to become more skilled, knowledgeable and confident in working with offenders with personality disorder (PD).

This reflects the significant emphasis that the offender PD programme places on workforce development, and we have a dedicated strategy and resources for this area of work. There are a number of reasons why we see it as so important.

Firstly, we know that **working with offenders with PD can be challenging**, time consuming and have a direct effect on staff's capacity to manage satisfactory relationships with those offenders. Offenders with PD often unconsciously provoke feelings in others which they themselves have experienced, most commonly feelings of anger, rejection and unfairness. The link is not always acknowledged but there is a recognised effect on staff and their employers.

Secondly, **staff are key to recognising personality difficulties** in offenders and referring them on to services, so the success of our whole pathway approach rests on staff having the skills to fulfil this crucial first step. Last but not least, staff need to **build and maintain relationships** with offenders, and they want the skills and confidence to do this. This supports progression through the pathway and achievement of the programme's goals to reduce reoffending and improve offenders' psychological health and wellbeing.

The final page of this edition highlights two projects we have commissioned to enrich the psycho-social environments of PIPEs (psychologically informed planned environments): shared reading and radio workshops. The two projects have been so valued by offenders and staff that the programme is committed to further roll-out to other offender PD services.

What is the PD workforce development strategy?

The workforce strategy seeks to:

- Establish a more psychologically informed workforce where the meaning of behaviour and pro-social development is understood by staff
- Improve the quality of relationships with professional staff within which offenders can be supported to make positive changes
- Improve the effectiveness and quality of services by developing the capability, awareness, knowledge and understanding of all staff who work with offenders with PD.

Key areas of work for 2014/15 are:

- Collecting information around staff skills and qualifications to create a national picture of training need
- Piloting the delivery of standalone modules from the BSc programme
- Roll-out of training courses for staff working with women offenders and for probation receptionists
- Developing a training package for staff who work with young adults with PD.

... Latest programme news ...

In recent months, we have concluded the following procurement exercises and awarded contracts to:

- Avon & Wiltshire Mental Health Partnership NHS Trust for the joint delivery of the PD service for women at **HMP & YOI Eastwood Park**
- Northamptonshire Healthcare NHS Foundation Trust for the joint delivery of the PD service for young adults at **HMP & YOI Swinfen Hall**
- Barnet, Enfield and Haringey Mental Health NHS Trust (part of the London Pathways Partnership) for the joint delivery of the PD service for young adults at **HMYOI Aylesbury**
- Norfolk and Suffolk NHS Foundation Trust for the joint delivery of the PD service for men at **HMP Wayland**
- Central and North West London NHS Foundation Trust for the design of the operating model for a new **Violent and Disruptive Prisoners project**, which will be field tested in three prisons.

We have also:

- Seen the opening of the PD treatment services for men at **HMP Garth** and the **Sheppey Cluster** in January 2014 – please see the article about Garth on page 5!
- Opened the new Therapeutic Community for offenders with learning difficulties at **HMP Grendon**
- Launched procurement exercises to select a health partner to work with **HMP & YOI New Hall** women's prison for the delivery of a new PD service; to select a provider to deliver **mentoring and advocacy** services for women offenders meeting the pathway entry criteria in the North region; and to select a provider for the **evaluation of the national offender PD programme**. The study will evaluate the impact of the pathway and assess whether it offers value for money
- Started work to develop the **PIPE** model at Holbeck House approved premises (AP) in Leeds, Mandeville House AP in Cardiff, Edith Rigby House AP for women in Preston, and Crowley House AP for women in Birmingham, as well as HMP Wymott and HMP & YOI Warren Hill
- Worked with the **Prison Radio Association** to deliver a series of workshops at PIPE pilot sites – please see the article on page 6!

- Started piloting a new psychosocial operational model at the Close Supervision Centre at **HMP Full Sutton**. The field test will help progress these most difficult to manage offenders through stabilisation, crisis management and risk reduction
- Seen the recruitment of the three national **Enabling Environment (EE)** leads for the National EE in Prisons & Probation project, being delivered by the Royal College of Psychiatrists. Potential services have been identified, and the EE standards will be introduced in a phased approach over two years
- Started piloting **mentalisation based therapy (MBT)** as an enhancement of existing offender PD community services.



A short history of PD workforce development

2003 *No Longer a Diagnosis of Exclusion* was an important first step to recognising that effective interventions for people with PD were possible. This led to the first PD-related workforce development initiative sponsored by Department of Health (DH): *Breaking the Cycle of Rejection*.

2007 In this year, DH commissioned the **Knowledge and Understanding Framework (KUF)**. The key goal was to improve service user experience through developing the capabilities, skills and knowledge of the workforces in health, social care and criminal justice. KUF was developed by a collaborative partnership including the Institute of Mental Health, the Tavistock and Portman NHS Trust, Emergence (the largest PD service user and carer support group in the UK) and the Open University. The KUF originally consisted of three levels of training (**awareness, undergraduate BSc programme and postgraduate MSc programme**), and was largely accessed by non-forensic health staff only.

2011 Ministerial agreement for the new offender PD strategy resulted in KUF arrangements transferring to the offender PD programme team.

This new phase of work sees us increasingly **developing more tailored training products**, including for prison staff, peer supporters, staff working with women and young people, and probation receptionists. We are also **encouraging increased participation** of staff from prisons, probation and NHS forensic services, as well as selected community housing and support services that work with offenders.

Gender-responsive learning: the W-KUF awareness course

The need for a gender responsive version of KUF came out of the growing evidence base that women have similar yet fundamentally different experiences and needs to that of men. It followed that staff working with women are likely to require a different type of knowledge and understanding of PD in order to work most effectively with female service users.

Here, **Natalie Smith from NOMS and Donna Smart from Emergence**, who were both involved in the development and piloting of a one-day gender-specific version of the awareness level training on PD, known as W-KUF, tell us more...

“The training is a classroom-based course for a maximum of 20 staff working within female prisons and approved premises. It was co-developed and co-delivered (during the pilot to around 400 staff) by a NOMS trainer with a theoretical understanding of PD and a service user from Emergence who has a lived experience of PD. Together we aimed to provide **relevant and rich information within a collaborative delivery partnership**.

“We concentrated on providing staff with an overview of the following topics:

- What is PD and how does it develop?
- Gender differences in expression of distress and impulsivity, including the high rates of serious self-harm amongst women with Borderline Personality Disorder
- High rates of childhood and adulthood sexual and physical abuse in women’s histories
- The impact of stigma and labelling
- How gender and identity disturbance affect women and their relationships with others
- The challenges and opportunities faced by staff and how emotional communication can be understood
- The importance of a reflective space.

“We used the experience of staff to draw out and discuss various learning points. This was then supplemented by case studies, a DVD and small group work. Initial feedback suggests that staff found the training interesting and informative. Many specifically commented on the **value of the service user trainer and the richness this provided when it came to applying theory into practice**. Others commented on the benefits of having a mixed group of prison and probation staff and the valuable opportunities this created for networking and sharing best practice.”

The one-day W-KUF is now available via your local KUF training provider. An enhanced four-day programme, W-KUF Plus, is currently being piloted and will be made available nationally later in 2014.

Developing the workforce at The Beacon, HMP Garth

The Beacon is an assessment and treatment service for male offenders mainly from the North of England with a diagnosis of PD and a link between their PD and risk/offending behaviour. The service is a partnership between NHS Mersey Care and HMP Garth. The Beacon offers 48 places for men serving a sentence of at least four years with two or more years left to serve. Here, **Dr Lorna Jellicoe-Jones, the Beacon’s Clinical Lead**, tells us about the service’s approach to embedding workforce development in the new service.



“The service opened on 5th February 2014 and the team is now extremely busy working with the first men to be admitted, assessing referrals and developing our roles and relationships as a partnership team. Prior to formally opening we were able to start staff training and development, which will continue to be a **fundamental aspect of the service provision**. To date, we have:

- Jointly recruited prison and clinical staff
- Delivered team-building/training days on topics including: introduction to PD and its development; importance of boundaries; key treatments and interventions
- Co-chaired/attended a range of meetings, including reflective debriefs, team and community meetings, clinical reviews and assessments, mindfulness sessions.

“Our emphasis throughout has been on a ‘whole team’ approach and integration of various strengths, needs and skills. Equally it remains fundamental to recognise and respect our differences, including in the backgrounds, cultures and experiences we bring to the service.

“We recognise staff development and support opportunities, not just via formal training days and events but in our everyday interactions and responses to the men and to each other and, crucially, in our supervision and reflective reviews of what we do. **Our status as an innovative project can involve many areas of uncertainty and unknowns but we are aiming to focus on these as further positive opportunities for learning and development!**

“We are currently working collaboratively on our ongoing training and development agenda and on embedding reflective supervision across all the team. We welcome opportunities and requests to share practice and will be holding a stakeholder event later this year so please get in touch if you are interested.”

For more information, please contact lorna.jellicoe-jones@merseycare.nhs.uk

Mastering the MSc

The MSc (Master of Science) degree programme, 'Working with PD: Developing Understanding and Effectiveness,' was introduced to help develop leaders (and future leaders) in PD services. There are currently around 100 students participating in the MSc course, and eight who have already graduated – these students represent a mixture of prison, probation, health and third sector staff. Here, **Emma Cooper, a forensic psychologist at HMP Styal**, tells us about her experience of being a current MSc student.

"I am a forensic psychologist and have worked in the Prison Service for 14 years. For a large part of my career I have specialised in the treatment of men who have committed sexual offences.

Through my work on the Extended Sex Offender Treatment Programme (SOTP), I realised how many of the clients I was working with had potentially disrupted personalities, some of these very seriously. Although I had some good therapeutic skills to work in this field, I wanted to extend my skills and be a more rounded practitioner. This prompted me to apply for the MSc.

"When I first started the course and saw an overview of the content I have to admit I was a bit disappointed. I was worried I was not going to get the chance to become a better practitioner as the modules were focused on helping develop students to develop as a potential service lead or manager. However, what I have found has been very different to what I first expected. I have learnt so much about **developing a service for personality as well as the various leadership, facilitation, empathic and nurturing skills that are needed to do this.**

"I am now coming to the end of year two. It is definitely challenging to be a student whilst working full-time and being a mum to three young children. However, being on the MSc has given me the opportunity to move to Styal and work with female prisoners. I am currently in the process of setting up an Enabling Environment as well as extending services for women with personality difficulties.

"There is a great team of students on the course and I have met some amazing people. I quickly realised **how selfless and passionate people are who work in this relatively small field** and how much they want to make a positive difference to those who have had difficult experiences. If someone could just tell me how to get a few more hours out of the day, everything would be perfect!"

For more information about the MSc, please email julie.lawson@nottshc.nhs.uk.



Implementing the learning from the BSc degree programme

Dougie Hogg, a prison officer at the Westgate PD service, HMP Frankland, was a student of the BSc (Bachelor of Science) degree programme, 'Working with PD: Extending Expertise and Enhancing Practice,' in 2010-2013. In this article, Dougie reflects on how he was able to translate learning into practice.

"In January 2010, I was travelling down the M1 heading for Nottingham, a senior officer of Her Majesty's Prison Service, to begin an assault on an undergraduate BSc in PD, and if I am honest, I wondered what I had let myself in for.

"I graduated in July 2013, and I can honestly say it was an incredible experience for someone who has never been academic at any stage in his life! The learning in the beginning was all that we do at work on Westgate, and that gave me confidence to carry on. Although I found it very hard in stages, **I was able to see it through until the end and passed – amazing!**

"During the course there were two areas which I particularly thought could benefit Westgate staff: **supervision and reflective thinking space.**

"As part of a multi-disciplinary team that delivers treatment programmes and therapies to prisoners with PD, I realised the only group on our team who did not receive supervision was the prison officer group. Although this thought had come to me before the BSc, I did not feel I had enough knowledge to do anything about it. During the course, supervision was discussed in many forums, but module nine was when I decided that it was one of the projects I would take on board.

"Group supervision has now started for the prison officer group and, at the moment, takes place every fortnight. I predicted that, initially, these sessions would be seen as 'moaning sessions' and so I was not disappointed when they were. However, having taken small steps, we are making progress, and slowly we are **edging our way to supervision as it should be.**

"Reflective Thinking Space was something I had admired from module seven of the nine modules. From May, an external counsellor will facilitate multi-disciplinary groups: there will be around six sessions, with no set agenda, and anything relevant to our work will be encouraged to be discussed. A report will be written at the end of all the sessions with recommendations for the Senior Management Team. Next the MSc!"

The BSc is no longer offered as a degree course, but the individual modules are being made available as standalone 10-day courses. Please contact pd@noms.gsi.gov.uk to register your interest.

Developing awareness

One of the earliest products of the KUF was the three-day awareness training package. This course has now been delivered to over 30,000 staff across the country, and continues to form a key part of our workforce strategy. Here, **Alexandra Avlonitis, NOMS offender PD co-commissioner for the London region**, tells us about her recent learning experience.



“I joined the PD Team in October 2013 and was encouraged early on to attend KUF awareness training. The three-day course was not only extremely useful in providing me with an overview of PD, it also gave me an invaluable insight into the hard work underway across the offender PD pathway (and beyond) to help individuals overcome difficulties associated with PD.

“There are three things that really stick in my mind and which made my attendance really worthwhile.

“The first is the service user element – it was incredibly valuable to have someone with lived experience of PD co-delivering each session. I was surprised at **how open, frank, and candid both facilitators were about PD** – this really added to how fascinating, insightful and engaging I found the course.

“The second is the diversity of each cohort. This gave me the opportunity to hear from a range of people across the criminal justice, health, and third sectors about what they do on a day-to-day basis, more specifically, about how they (and their services) support people with PD. As a commissioner, this highlighted to me the **importance of raising awareness and conscientiously developing our workforce**.

“The third is the content of the course, particularly the focus on attachment theory and schemas. KUF gave me (and others in my cohort, I’m sure) the chance to reflect on what this meant for us – something which I hadn’t really done before. It was intriguing to see how this was interpreted and what it meant to everyone there.

“**KUF is more than a routine training course**; it’s a **real** introduction to PD with **real** benefits to all those who attend. I’d encourage those who can to go along!”

Tailoring for a prison environment: bespoke training for officers

As the offender PD programme evolves, we are increasingly developing tailored training packages for bespoke groups of learners, including staff working with women and young people, peer supporters, probation receptionists and crucially, prison staff, who, historically, have found the KUF awareness course more difficult to access. Here, **Andrea Milligan, Education Practice Consultant and KUF Programme Lead at the Institute of Mental Health**, tells us more...

“The adapted prison staff model is made up of five core two-hour sessions. These are:

- What is PD?
- Influence of early attachments and their effect on adult behaviour
- What are the challenges in teams working with individuals with a PD?
- Managing and making sense of difficult situations
- Impact of working with PD on self.

“This package aims to **maintain the integrity of the learning experience** provided within the original model as well as **explore the challenges faced by staff within the Prison Service**. The sessions aim to develop staff knowledge, skills and attitudes.

“The model allows for a flexible delivery that addresses some of the difficulties faced with the three-day awareness model. For example, this adapted model is offline with no additional work for delegates outside of the training day, and all interactive materials are embedded into the training day.

“After extensive consultation and field testing we are now ready to pilot the training in three prisons in the North region – Frankland, Garth and Hull.

The pilot includes a train the trainer programme so that staff from each prison can roll out the training to other staff at their site.

“National roll out is anticipated later in the year once the initial pilot has been evaluated. We’re also planning to develop five further two-hour sessions to build on the knowledge and understanding within the core sessions.”

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: <http://www.personalitydisorder.org.uk/criminal-justice/publications/>. Our next edition (August 2014) will focus on service user involvement.

We would also like to increasingly **showcase good news stories** from around the pathway, to celebrate achievement and demonstrate the increasing impact of the offender PD strategy. Each future edition of the *Pathway Press* will have a Good News Column! If you have a story to share, please email pd@noms.gsi.gov.uk.

Relating through reading at Gartree

The offender PD programme is working with the charity, The Reader Organisation, to provide shared reading opportunities to men and women in PIPEs, **using literature and poetry to explore complex ideas and practise inter-relational skills**. Here, **Nicky Bennison, reader in residence at HMP Gartree** tells us more...

“The shared reading group in the PIPE at HMP Gartree is reading Mark Haddon’s *The Curious Incident of the Dog in the Night-Time*, the third novel we have tackled in instalments.* In shared reading, we choose literature likely to help group members **connect with the text, with each other, and with their own feelings** – their personal narratives.

“Haddon’s story is told from the very particular point of view of Christopher, a teenage boy with Asperger’s Syndrome. The flat, affectless world perceived by Christopher, devoid of imagination and emotion, is skilfully portrayed. His inability to filter out information means that every tiny detail is included in the narrative. These two things make it surprisingly difficult to ‘get into’ the book – to find those connections. We often find ways in through speculating: we discuss what someone is really feeling when they say that; what the true nature of that relationship is, and so on. With this book, it’s all there in dense black and white.



“Group members have commented that it is all very ‘intense’. It is thought-provoking, but not so much emotion-provoking. And yet, we have found our way in, week by week. We have picked up themes: difference, learning, lying, truth. The intensity of the narrative has engendered a palpable sense of empathy in the group for Christopher, and the challenges of being different.

“We end the each session with a poem, which helps to expand the discussion. These lines by Matthew Arnold worked well:

*Below the surface-stream, shallow and light,
Of what we say we feel – below the stream,
As light, of what we think we feel – there flows
With noiseless current strong, obscure and deep,
The central stream of what we feel indeed.*

“We talked about the things we do to oil the wheels of society, and why. But what about thinking what we feel being different from ‘what we feel indeed’? We may not have got to the bottom of it, but the discussion we had about the need **to be honest with ourselves – to connect – was very powerful.**”

* The books are the property of The Reader Organisation, and distributed/collected at each session. This title is additionally available in the Gartree prison library.

PIPEs hit the airwaves

Supporting the programme’s objectives of increasing service user participation and promoting pathway services, we commissioned the Prison Radio Association, the charity which runs National Prison Radio, to deliver radio production ‘taster’ workshops in three PIPEs. **Erin Riley, NOMS Head of Prison Radio**, describes how the workshops were delivered and received.

“Professional radio producers worked with groups of PIPE residents to record and produce radio reports and programmes which are designed to give an impression of life on a PIPE and promote discussion around the issues that affect people who live with personality disorders.

“The experience of having their voices recorded, and then listening back to their own words, gives individuals an **enhanced understanding of their own lives**, the situation they find themselves in, and how they can work through their issues to better understand their place in the world and live positive, law-abiding lives in the future.

“Five men aged between 19 and 50 participated in the first one-day workshop, at Kirk Lodge, an approved premises PIPE in Leicester. One of the participants initially presented as disengaged and potentially disruptive, but within half an hour of handling one of the prison radio microphones, and then listening back to an example of a prison radio report, he participated fully. He was honest about his difficult family background and the behaviour that led him to prison. He also proved a perceptive interviewer.

“Sue Castledine, Kirk Lodge PIPE’s clinical lead, told us, **‘I was very proud of our residents...** I would like to extend huge thanks and admiration to the two facilitators who held the interest and motivation of some of our most complex and difficult to reach men over a whole day.’

“The second one-day workshop, at HMP Gartree, was observed by clinical lead Sally Tilt, who was interested to find a way for the Prison Radio Association to return to the PIPE to possibly train other PIPE staff in radio production techniques, so they could be used as one of the creative sessions on the PIPE in the future.

“These were followed by a one-week workshop at HMP Send. Several of the women who participated showed an incredibly natural aptitude for radio production, picking up some quite difficult technical skills with apparent ease. One of the participants commented that she would, **‘remember the week for the rest of [her] life’.**”

National Prison Radio is the world’s first national radio station for prisoners, and can be received via in-cell television in 103 prisons across England and Wales.