

**Authors**

Alan Wallace  
Jo Rogers  
Sandra Sylvester

**With special thanks to**

Holly Peters, Probation Practitioner



# Creative & Flexible Partnership Working

Interrupting cycles of reoffending to improve outcomes for individuals facing multiple disadvantage

**OCTOBER 2021**

[www.bht.org.uk/fulfilling-lives/](http://www.bht.org.uk/fulfilling-lives/)  
[@FLSouthEast](https://twitter.com/FLSouthEast)



**Fulfilling Lives**  
South East Partnership



# Contents

<b>Introduction</b>	<b>03</b>
<b>National context</b>	<b>05</b>
<b>Fulfilling Lives and CRC Probation Joint Working</b>	<b>06</b>
Flexible approaches around breaches allowing access to healthcare and housing interventions	
Co-ordinated pre-release planning through prison in-reach and meeting clients at the gate	<b>07</b>
Trauma and Psychologically Informed Approaches to Working	<b>10</b>
<b>Lived Experience – Neil’s Journey</b>	<b>13</b>
<b>Conclusion</b>	<b>15</b>
Recommendations	<b>16</b>
<b>Further resources</b>	<b>18</b>

# CREATIVE & FLEXIBLE PARTNERSHIP WORKING

## Introduction

Our statistics show that people with multiple and complex needs are overrepresented in the criminal justice system. Of the 118 people we have worked with from 2015, 93% had previous contact with the criminal justice system, (88% of women and 98% of men). 34 clients (29%) spent time in prison during the time they were on the FL caseload.

At the point of referral to Fulfilling Lives, 93% of all clients had current involvement with the criminal justice system. Many of these individuals were engaged in repeat cycles of acquisitive crime, such as shoplifting and theft; their offending driven by active addiction. They received short custodial sentences and were regularly released as street homeless where the chaotic nature of their lives led to breaching licence conditions and being recalled to prison after only a short time in the community.

Those receiving community sentences frequently breached probation orders, due to the lack of stability in their lives, resulting in them being recalled to prison. Clients were caught in cyclical offending and the revolving door between prison and the community. Support work was dominated by responding to immediate crisis and risk-led interventions, and did not, for the most part tackle the underlying issues driving the offending.

Fulfilling Lives' client-facing support services were operational across Brighton & Hove, Eastbourne, and Hastings from January 2015 until June 2021. The frontline delivery teams supported a total of 118 clients who were identified as having multiple and complex needs due to their experiences of homelessness, mental health, substance misuse, domestic abuse, and involvement with the criminal justice system. The work, funded by the National Lottery Community Fund, sat outside of traditional commissioning structures and therefore was an additional resource to the local system. Fulfilling Lives workers were able to offer open ended relationship-based support and had low volume caseloads to enable intensive work with individuals to be possible.

In order to try and tackle some of these issues, Fulfilling Lives (FL) frontline workers formed excellent working relationships with partners across the criminal justice sector in the local areas: Kent Surrey Sussex Community Rehabilitation Company (KSSCRC), National Probation Service (NPS) and Sussex Police. These relationships have been strengthened through attendance at key partnership meetings including the Integrated Offender Management meetings and other multi-agency forums.

Fulfilling Lives did not ordinarily close clients when they received a custodial sentence; our work included prison visits to clients to help co-ordinate work ahead of their release. This provided a sense of continuity for the client and ensured that key partners across the sector were kept up to date with any release dates, and associated appointments made as part of the client's pre-release planning. This included working with local drug and alcohol services, local job centres and Local Authorities in relation to securing accommodation on release. This also allowed us to learn about our clients' journeys in and out of prison.

The aim was to try and prolong any periods of stability (either in prison or in the community) to enable the person to address their addiction, their mental health, or their homelessness in order to break the cycle. This would then enable support work in the community to incorporate planned or preventative interventions to support individuals to break the cycle and reduce reoffending.

This document will explore in further detail how creative and flexible partnership working can help to interrupt cycles of reoffending and lead to improved outcomes for individuals. The document provides in-depth examples of positive joint working between Fulfilling Lives and Probation, as well as reflections from a former KSSCRC Probation Officer. We hope that recent Probation Service changes provide an opportunity for new ways of working to flourish. We encourage senior managers and team leaders to reflect on the learning shared in this report to help inform methods of collaboration and support for people facing multiple complex needs.

# National context

Lankelly Chase with Heriot-Watt University has to date released the most robust and extensive research on severe and multiple disadvantage in England. [Hard Edges: Mapping Severe and Multiple Disadvantage in England](#) gathers once separate datasets from homelessness, offending and substance misuse treatment systems. It also considers available data around mental health and poverty. The report presents the most in-depth statistics on people living with multiple complex needs and severe disadvantage, including how effectively this group are supported by services.

Some key headlines from the Hard Edges report include:

**“There is a big overlap between the offender, homelessness and substance misusing populations. For example, the report states that two thirds of people using homelessness services are also either in the criminal justice system or in drug treatment in the same year.”**

**“Amongst other geographical areas of England seaside towns are highlighted as locations with some of the highest rates of people facing severe and multiple disadvantage.”**

**“As children, many individuals facing multiple disadvantage have experienced trauma and neglect, poverty, family breakdown and disrupted education. As adults, many suffer alarming levels of loneliness, isolation, unemployment, poverty, and mental ill-health. All of these experiences are considerably worse for those in overlapping populations.”**

# Fulfilling Lives and CRC Probation Joint Working

## FLEXIBLE APPROACHES AROUND BREACHES ALLOWING ACCESS TO HEALTHCARE AND HOUSING INTERVENTIONS

The building of professional relationships of trust between Fulfilling Lives (FL) workers and Probation staff enabled some really creative and flexible support plans to be delivered to the benefit of individuals with multiple and complex needs. There have been several examples where Probation Officers have taken thoughtful and considered approaches when working with FL clients, striking a balance between providing support, as well as ensuring compliance with the relevant licence conditions/order requirements.

We have seen examples of Probation Officers providing FL clients with emotional and practical support, only using breaches and final warnings as a 'last resort' and as an incentive to get clients to re-engage with agencies prior to court hearings.

Probation Officers have, at times, requested input from FL workers when enforcement measures are being considered, taking into account the FL client support plan and ongoing engagement with FL before decisions around breaches and recall are taken.

## CASE STUDY: POST SENTENCE SUPERVISION BREACH

Client 'A', a male, had historically received multiple breach orders that led to a high frequency of custodial sentencing. In the 16-month period between June 2019 to September 2020 the client returned to prison eight times; Six were for breach of the licence agreement. The cyclical nature of the client being in-and-out of prison was having a significant impact on relationships with support workers and services, and having a detrimental effect on the client's progress.

The Probation Officer liaised weekly with the Fulfilling Lives worker to minimise sanctions. This close joint working approach included reviewing the support and approach regularly to monitor progress, and to ensure an engagement style that encouraged the client to attend meetings as often as possible.

The Probation Officer encouraged the client to address their physical and mental health needs, as long as the client was able to provide proof of attending appointments, enabling the client to start to address their complex on-going health issues.

## REFLECTIONS FROM PROBATION OFFICERS ON JOINT WORK WITH FULFILLING LIVES

A collaborative approach between Probation, Fulfilling Lives and service users has assisted breach outcomes. An example of this has been a service user who had co-existing conditions alongside challenges within her relationships, and severe physical health needs for which they were not accessing healthcare provision. This individual missed differing planned Probation appointments.

However, by using an outreach model the Fulfilling Lives worker was able to facilitate communication between the Probation Officer and the service user. The individual attended a probation appointment shortly after this and some work was undertaken through 3-way meetings with the individual, Fulfilling Lives worker and the Probation Officer; albeit with one party via telephone discussion at times.

This person managed to complete their order period and has not returned to the Criminal Justice System for over 2 years.

I believe this demonstrates that the individual was signposted and connected with appropriate provision enabling effective joint client working with Probation. Ending positively with the individual having gained some empowerment to take back control of their own life. Also developing an understanding

that trust can be built with others who would not seek to exploit or further penalise them.

If this individual had been repeatedly breached without the use of professional judgement decisions and offering a person-centred adaptive approach, then they would likely have remained on an order in the present day for non-compliance as an offence rather than other offending behaviour.

## CO-ORDINATED PRE-RELEASE PLANNING THROUGH PRISON IN-REACH AND MEETING CLIENTS AT THE GATE

It is widely acknowledged that the day of release can be highly problematic for individuals leaving prison with nowhere to live. This can often include lengthy appointments at the local council housing offices and having to make phone calls to the Department for Work and Pensions (DWP) to try and facilitate an appointment to get benefits reinstated. All this needs to be balanced with appointments the client may already have with the offender manager as well as re-commencing drug and alcohol treatment. This can be overwhelming for clients and at times they may not engage with all or some of the process. This can then inevitably create instability for the client at a crucial time in their transition from prison. If co-ordinated support including accommodation is not in place, it is far more likely that individuals will revert to previous behaviours and start a cycle of further offending which can result in being re-called into custody over a fairly short period.

Fulfilling Lives workers being able to meet individuals on the day of release and support them to attend appointments helped facilitate quick access to the numerous appointments which are often set for the first day of release which can often feel overwhelming for clients.

Established multi-agency forums in the community that promote constructive information sharing, joint support planning and effective risk management pre-release are helpful spaces for professionals involved in a client's care to co-ordinate shared responsibilities. Some FL clients have been discussed through formal meetings including the Integrated Offender Management (IOM) meeting. This proved a useful forum for key decision making around a client's support needs. Much is still dependent on the clients' own motivation levels, and whether they are in a position to accept the offers of support available. With that said multi-agency meetings are paramount and play a central role in cultivating positive client outcomes.

## CASE STUDY: MULTIAGENCY APPROACH TO ADDRESS HOMELESS PRISON RELEASE

Client 'B', a male, was being released from prison as homeless. The Fulfilling Lives worker was focused on ensuring accommodation was provided upon release. To do this a multi-agency approach involving the Local Authority, GP, Adult Social Care, KSSCRC and Fulfilling Lives to pre-release planning was undertaken and proved beneficial in several ways. Everyone was clear of their roles, and tasks were allocated accordingly, creating a shared responsibility. The local authority received the Duty to Refer paperwork and supporting documents to assist with forward planning in relation to the client's prison release and homeless application. A clear release plan was communicated to the client. Appointments were co-ordinated with KSSCRC to not overwhelm the client, and who were happy for the client's first day to be spent with the Fulfilling Lives worker following up with accommodation providers.

Due to this effective pre-release multi-agency work, the local authority had received everything required in relation to client's homeless application prior to release, including the Duty to Refer paperwork, risk assessment from KSSCRC, a GP medical summary, a completed homeless



application form, proof of Personal independence Payment and a copy of Educational Statement of Need as the client had traits of autism although no formal diagnosis.

The client's prison release took place during the first Covid-19 lockdown, and he was able to move into a suitable placement on the day of release. The case highlighted good practice between key agencies and how professionals were able to navigate unprecedented times to best support a multiple complex needs client ensuring they had the best chance of succeeding in the community.

## REFLECTIONS FROM PROBATION OFFICERS ON JOINT WORK WITH FULFILLING LIVES

Joint working for pre-release planning has undoubtedly led to better outcomes for clients, agencies, and the general public. An example of this is a service user who is well known to a variety of statutory and voluntary sector organisations. The individual presents with a multitude of challenges however having arranged professionals' meetings (Fulfilling Lives and/or Probation leading these) we were able to undertake focused work despite presenting crisis or need.

Prior to her custodial term we had organised that she could present at

an office to be seen by Probation, CGL [community drug and alcohol service] and Fulfilling Lives together or with at least one worker within a given time period. This allowed for some flexibility and reassurance that all professionals working with her had the same aims and invested interest while having differing roles/responsibilities. Although initially it took some time for the service user to present in this timeframe, consistency with the approach whereby boundaries were imposed in a manner which did not appear threatening or abandoning to the woman led to greater engagement.

Fulfilling Lives assisted her to the appointment(s) or if presenting challenges may have been emerging then workers from Fulfilling Lives really having gone 'alongside' the service user to understand their lived experiences then allowed for far more insightful risk management and contingency planning. This then led the service user to undertake work towards rehab. When she received her custodial term, Fulfilling Lives and Probation, Prison alongside CGL and others were able to secure her place at a trauma informed rehabilitation facility which she was discharged to upon release from custody. The service user described feeling heard, reflected on positive affirmations amongst other things.

Another example has been Fulfilling Lives meeting service users at the gate upon release from custody so they do not have to navigate what can be a lengthy journey

from a given establishment to Probation. The likelihood of immediate (re)lapse for those who may have a history of being substance affected was minimised. This allowed for harm minimisation factors to be put in place such as issuing of in-date naloxone, ensuring script such as methadone were to be in place, assist with engagement with housing, medical appointments, and housing. Criminogenic needs have been better addressed and fulfilled.

FL frontline workers and Probation Officers, when joint working clients, have modelled similar therapeutic approaches. When an FL client experienced a panic attack and had a psychotic episode during an appointment, the Probation Officer used a grounding exercise in order to help stabilise the client. This reflected an insight and understanding of the way trauma impacts behaviour, which is especially important if a client presents as aggressive.

## TRAUMA AND PSYCHOLOGICALLY INFORMED APPROACHES TO WORKING

Through our casework we have evidenced the strong link between the experience of complex trauma and the manifestation of multiple and complex needs and challenging behaviours. Experiences of violence and abuse, often dating back to childhood, are common, particularly for women experiencing complex needs.

Fulfilling Lives workers have been able to focus on building trusting relationships with clients who have experienced complex trauma and who are typically regarded as hard to reach or who are experiencing multiple and long-term barriers to treatment and appropriate support, leading to improved engagement and outcomes.

It has been encouraging to see that this level of insight has also been demonstrated by some probation colleagues enabling some really creative, trauma informed work to take place.

### CASE STUDY: A TRAUMA INFORMED, FLEXIBLE APPROACH TO PROBATION COMPLIANCE

Client 'C', a female, had a history of struggling to engage with Probation, often resulting in breach of their community order and extended periods of involvement with Probation. With guidance from their clinical supervisor the Fulfilling Lives worker with input from the client created an engagement plan. This plan identified the best way to work with avoidant attachment to avert the client feeling overwhelmed, shutting down and closing themselves off from support services. The plan included Probation meeting the client monthly instead of weekly. The Fulfilling Lives worker who had an existing relationship with the client would see them once a week to do activities that would count toward the community order with Probation. The plan was signed off and agreed by Probation. The engagement plan and insight provided

by the Fulfilling Lives worker helped Probation colleagues understand more clearly that it was the client's fear that triggered their disengagement rather than a lack of motivation.

This flexible approach to compliance offered by Probation to a client with multiple complex needs helped the client to avoid further breaches. The frustration previously felt by Probation diminished and empathy for the client's past trauma increased. The client began to reach out for help showing they had started to trust and feel safe in believing they would be listened to, and their needs met.

### **CASE STUDY: A TRAUMA INFORMED APPROACH TO COMPLIANCE**

For female client 'D', meeting with their Probation Officer face-to-face felt like too vulnerable a position to be in. The client would avoid meetings with the Probation Officer and was at a high risk of being breached and returning to prison.

However, the client was comfortable to regularly meet with their FL worker and hostel worker, both of whom they had built trust with and had known for a long time. Because of this the FL Worker agreed with the Probation Officer that they would arrange to call

whilst the FL worker was with the client. The call would take place after the FL worker and client had gone for a walk outdoors and felt grounded. The open space allowed the client to engage with the Probation Officer without being in a confined room.

This was less overwhelming and after a short while the client felt more able to speak with the Probation Officer over the phone on their own. This approach led to avoiding further breaches and enabled the client to start connecting with the Probation Officer in a more constructive way.

### **REFLECTIONS FROM PROBATION OFFICERS ON JOINT WORK WITH FULFILLING LIVES**

The trauma informed practice employed by Fulfilling Lives workers that I have joint worked with has been truly meaningful. I hold service users with multiple complex needs on my caseload at Probation. It is widely recognised that the route for women into the Criminal Justice System differs from men. Around 98% of the women's cohort have disclosed various forms of abuse both in childhood and adulthood. Similarly, it is noted the impact of transgenerational trauma and many men, particularly male sex offenders and high-risk DA perpetrators have often experienced similar forms of abuse which they then display in later life.

Many service users engaged with Probation have co-occurring conditions – struggles with mental health and substance misuse. One woman I worked with experienced significant childhood trauma having been sexually abused by her biological father. Since this time, she has endured significant events throughout her life having been sexually assaulted/abused/exploited by those known to her as well as strangers. She has long used substances such as heroin and crack cocaine as a coping mechanism and to self-medicate. As a result of this, she has not had specialist therapeutic intervention to process her trauma and she has a diagnosis of Emotionally Unstable Personality Disorder which in itself does not encompass all struggles. Though may provide some indication how the traits could lead to offending behaviour while being mindful of labels not becoming self-fulfilling prophecies or a person being viewed as treatment resistant.

As a result of her substance use and sex working, she has been viewed as an unreliable witness by the Crown Prosecution Service and Police. As well as presenting as an inconsistent participant in her own recovery. That is, she is in a continuous state of hyperarousal and will seek to focus on perceived needs. Further turmoil within relationships/attachments, rough sleeping, offending behaviour has led to increased vulnerability concerns. She has been institutionalised through many periods of short-term custodial sentences and Mental Health Act hospital admissions.

Working in partnership with Fulfilling Lives to deliver a trauma-informed approach has allowed for barriers to disclosure to be addressed. The service user built, what is arguably, the first relationship in her life where she had not been re-traumatised or victimised. There have been concerns regarding psychosis and physical health presentations such as abscesses. Being supported by Fulfilling Lives within the framework of a trauma-informed approach there have not been admissions into hospital for abscesses, she has had periods of being free from illicit substances and there has been a shift in harm in relation to intravenous injection. Additionally, she has not established an intimate partner relationship instead keeping her focus on herself and her now adult daughter as her motivator/protective factor.

## Lived Experience – Neil's journey

I got released from HMP Rochester in 2015 with a 3-year licence to serve. Towards the end of my prison sentence, I was on the recovery wing at HMP Rochester. From prison I requested that my substance misuse worker arrange for me to talk with the [community substance misuse support service] on the telephone so I could make a self-referral. Having been on the recovery wing I felt well enough to go into the Move On (abstinence-based residential project) service. My substance misuse worker arranged for me to be met at the gate on the day of my release by a buddying service that supported me to travel back to Brighton & Hove.

After only two weeks back in Brighton & Hove I had a relapse from taking spice, so lost my space in the Move On service. At that time spice was still legally available to buy in the shops. I found myself homeless and hooked on spice. In all honesty when I look back, I was very lost and in a really bad way. In my time with Probation, I had three Probation Officers I worked with. The first Probation Officer, after I had been living on the streets of Brighton & Hove for 3 months, supported me to get housed in Emergency Accommodation. After a short stay in Emergency Accommodation the Probation Officer then made a referral for me to a local Brighton & Hove supported accommodation hostel. I lived at the hostel

for 12 months, having this stability of secure accommodation allowed me to make a start on getting my life back on track and addressing my substance misuse. From here I moved on to independent living in my own flat. Where I still live today.

Now that I had begun my recovery journey and was living in private rented accommodation. It was at this point that my Probation Officer encouraged me to get involved in some voluntary work. This is when I became aware of Fulfilling Lives and started to volunteer with them. Volunteering with Fulfilling Lives has had a significant positive impact on my life. My volunteering work with Fulfilling Lives has been varied and kept me busy. The Probation Officer worked with me when I was busy doing my voluntary work and was very supportive at all times. For example, the officer did not insist that I had to visit the probation office for every appointment and a phone call would suffice and meet the requirements of my licence agreement. All in all, the Probation Officer was very flexible with their approach to supporting and working with me. This flexible and supportive approach was continued by the second Probation Officer I worked with from the second year of my licence.

If I were to highlight any negative experiences from my time of engaging with probation, it would be around the third Probation Officer I had towards the end of my licence. The approach by this Probation Officer was very different and didn't feel

person-centred around what my needs were at the time. By this period in my life, I was working at the BHT First Base Day Centre in Brighton & Hove, as well as continuing my volunteering with Fulfilling Lives. Despite the positive steps I had taken in my life during my time on licence there was an insistence I visit the probation office more regularly to attend appointments, rather than checking in over the phone as had previously happened. I explained to the officer that the travel time to the probation office from my flat, which is outside of Brighton & Hove, was a 4-hour round trip on public transport. It was wintertime and I was recovering from a bout of pneumonia which didn't help. As well as this I suffer from COPD and walking up the hill to the probation office was extremely difficult for me. My complex health issues at the time were not taken into consideration when the Probation Officer was thinking about how to work with me. That lack of trauma informed approach and minimal flexibility to my support was a bad ending to what was otherwise, in my experience, a good service.

# Conclusions

Fulfilling Lives frontline workers with their low volume caseloads had the time to build relationships of trust with clients and agencies. Relationship building and good communication with Probation colleagues helped reduce breaches and sanctions on individuals facing multiple disadvantage, providing Probation with a valuable check-in point for during or after appointments when working with difficult to engage clients.

Trust between professionals to take positive risks is an important aspect of flexible working to achieve better outcomes for the client. This applies to both the approach taken by Fulfilling Lives as well as that of KSSCRC/NPS. As a project, Fulfilling Lives was able to carry out prison visits, keep clients open and offer wrap-around support as clients moved through the criminal justice system.

Probation Officers have been receptive to thinking creatively to avoid having to go purely down the enforcement route. This has often included offender managers allowing appointments with FL frontline workers as an acceptable fulfilment of the client's licence conditions. Particularly if the focus has been around significant issues such as securing accommodation or benefits, and accessing health or social care support, as having these things in place helps reduce the likelihood of re-offending.

Offering continued service provision to clients whilst in prison was pivotal to Fulfilling Lives frontline workers building good multi-agency approaches that provided wrap-around support plans pre-and-post release.

Multi-agency support plans enabled smoother, safer and managed transitions from prison back into the community; with pre-release plans being followed by agencies and the client. Everyone having clarity of their and each other's roles, and tasks being allocated accordingly, helped create a shared responsibility amongst professionals.

The key agencies involved in multi-agency pre-release planning are, amongst others, Probation, Adult Social Care, and Local Authority housing departments. Probation chairing and assuming a leading role at these meetings has been beneficial during FL's frontline work supporting clients with multiple complex needs. Communication between agencies for this client group is very important. This continuity provided support that promoted a sense of permanence, helping to build and maintain trust with the client.

The window of opportunity for interventions is often narrow with clients, particularly when first released. There has been evidence from some Fulfilling Lives clients where in-reach into prison has worked well in ensuring key aspects of the clients' life have been better addressed through high levels of support and advocacy. Prison visits by support service staff allows the effective sharing of information both inside and outside prison with appropriate agencies.

Whilst supporting clients in the community, Fulfilling Lives workers maintained clear communication with Probation colleagues through positive partnership working. Having a shared awareness and insights into the challenges faced by those with multiple complex needs has enabled some really creative good practice; balancing the need for flexibility and embedding the support

aspect, as well as ensuring compliance with the relevant licence conditions or order requirements.

We have seen some really good examples of Probation Officers providing regular check-ins with shared clients and also assuming shared responsibility in coordinating multi-agency meetings in conjunction with the FL worker. In professionals' meetings the FL Worker and Probation Officers have both taken a proactive role to jointly co-ordinate agencies to effectively deliver support for individuals facing multiple disadvantage.

Fulfilling Lives workers have been able to focus on building trusting relationships with clients who have experienced complex trauma and who are typically hard to reach or who are experiencing multiple and long-term barriers to treatment and appropriate support, and this has led to improved engagement and outcomes. It has been heartening to see that trauma-informed and trauma-responsive practice has also been demonstrated by probation colleagues.

Having a shared understanding of this approach has enabled trusting relationships to be built with joint clients and some genuine life-changing progress to be made towards safety, empowerment, and agency. This progress underpinned a shift in behaviours and a reduction in offending in several cases who were previously fully entrenched in patterns of repeat offending, exploitation, and violence.

We are keen to share these positive practices with partners within the National Probation Service and encourage discussion around how these practices can be further embedded and promoted

throughout the wider system including with other third sector partners working in the community.

## RECOMMENDATIONS

We strongly welcome a renewed focus on partnership working in the latest Reducing Reoffending Plan for Kent, Surrey and Sussex and believe that our learning and the experiences of our clients can help inform future partnership approaches. In particular, we believe this learning can provide useful reflection on how probation teams can achieve the following goal set out in the Plan:

**“To realise our ambitions, we will need to continue to expand these relationships, building on the good work done to date and seeking opportunities to work in new and innovative ways. We will also seek partnerships that look beyond the Criminal Justice System that can help people on probation to turn their back on crime and make a positive contribution to society.”** (p.6)

We also note the aim to develop the Probation Services to help people on probation address their needs and make positive changes in their lives and the need to nurture...

**‘...a well-trained team of practitioners who understand the root causes of offending and the multiple needs of people who have offended.’** (p.13)

We believe trauma informed approaches are vital to the success of these goals.



With this local Plan in mind, we have reflected on our learning and compiled the following recommendations, primarily for those implementing the plan in Sussex:

- All Probation Service staff should undertake training on multiple disadvantage and trauma as part of induction / professional development (Fulfilling Lives has workforce development resources to support this if necessary).
- A co-ordinated case management approach to joint client working between Probation Service and the Voluntary and Community Sector (VCS) support services should be agreed and embedded in frontline working practice.
- Probation Service staff should have protected space to reflect on working with individuals facing multiple disadvantage, to share techniques and strategies, and discuss the challenges this client group can present with.
- Probation Service should consider 'One Small Thing' trauma-informed accreditation to be able to recognise, understand and respond to trauma more affectively.



# Fulfilling Lives

South East Partnership

[www.bht.org.uk/fulfilling-lives/](http://www.bht.org.uk/fulfilling-lives/)  
[@FLSouthEast](https://twitter.com/FLSouthEast)



## FURTHER RESOURCES

[bht.org.uk/fulfilling-lives](http://bht.org.uk/fulfilling-lives)

[fulfilling-lives-se.org/](http://fulfilling-lives-se.org/)

<https://www.bht.org.uk/wp-content/uploads/2020/12/Fulfilling-Lives-Core-Competencies-Framework-FINAL-13.12.20.pdf>

<https://lankellychase.org.uk/wp-content/uploads/2015/07/Hard-Edges-Mapping-SMD-2015.pdf>

<https://www.gov.uk/government/publications/regional-reducing-reoffending-plans>

<https://onesmallthing.org.uk/quality-mark?rq=quality>