

# Collection of good practices/treatment programs

## Domestic violence

### 1 Introduction

The rationale behind developing an overview of perpetrator programmes on domestic violence within the prison and probation service is that the identification of relevant approaches can serve to inspire policymakers and practitioners elsewhere. This mapping is a result of the first expert group meeting on Domestic Violence in 2019. Domestic violence is a problem all over Europe and programmes developed in one EU country might be useful also for another country. There is a clear need for many EU countries to develop methods for dealing with domestic violence cases and perpetrators. The aim of this mapping is to encourage further development and cooperation in this important field. This overview therefore shall not be seen as a blueprint that can be applied anywhere, but rather to encourage innovation and analysis among potential users and beneficiaries. This collection aims further at bringing together policymakers, practitioners, beneficiaries and other experts that face similar challenges.

The aim of this specific format is to collect information about perpetrator programs and practices in the area of treatment of domestic violence offenders.

**Guidance template** (Please fill in one template for each programme that you deliver.)

|                                          | <b>Explanation</b> |
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| <b>Name of the perpetrator programme</b> | Kaizen             |

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| <b>Owner/developer<br/>Year</b>                  | <p>Developed by Intervention Services, within Her Majesty's Prison and Probation Service for England and Wales.</p> <p>Kaizen was accredited by the Correctional Services Advice and Accreditation Panel (CSAAP) in October 2016 and was rolled out across the custodial estate from March 2017.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| <b>Geographical scope</b>                        | <p>Prisons across England and Wales</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| <b>Key features of the perpetrator programme</b> | <p>Kaizen is a strengths based, future focussed programme that addresses the criminogenic needs of each individual participant rather than focusing on the needs relevant to one specific offence type. As such, it is akin to individual treatment within a group setting and can accommodate those with convictions for Intimate Partner Violence (IPV), Sexual Offences (SO) and General Violence (GV).</p> <p>Kaizen's treatment targets fall into five domains and include:</p> <p><b>Positive relationships</b></p> <ul style="list-style-type: none"> <li>- Feeling angry and suspicious all the time and wanting to get your own back</li> <li>- Jealousy (for those convicted of IPV only)</li> <li>- Not having a close relationship with an adult</li> <li>- Feeling more comfortable with children than adults (for those with convictions of sexual offences only)</li> <li>- Having close family or friends who commit crime</li> </ul> <p><b>Managing life's problems</b></p> <ul style="list-style-type: none"> <li>- Rushing into things without thinking them through</li> <li>- Not dealing with life's problems</li> <li>- Having big problems controlling feelings</li> <li>- Having big problems with substances</li> </ul> <p><b>Healthy Thinking</b></p> <ul style="list-style-type: none"> <li>- Thinking violence is okay</li> <li>- Thinking violence in a relationship is okay</li> <li>- Thinking sexual offending is okay</li> </ul> <p><b>Sense of Purpose</b></p> <ul style="list-style-type: none"> <li>- Actively changing my life for the better by working on the things that led me to offend in the past</li> <li>- Being a responsible member of society, sticking to the rules and getting on with the people who are supporting me</li> <li>- Having a job, or being busy</li> </ul> <p><b>Healthy Sex</b> (only relevant when sexual offences have been committed)</p> <ul style="list-style-type: none"> <li>- Thinking about sex a lot</li> <li>- Liking sex with children</li> <li>- Liking sex to involve violence</li> <li>- Other sexual interests that are related to offending</li> </ul> |

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|                               | <p>Kaizen comprises 3 phases.</p> <p><b>(1) Getting Going</b><br/>         Delivered on an individual or small group basis, the aims of Getting Going are to motivate constructive engagement, and to introduce participants to the core concepts used in the programme. The phase involves a series of tasks that are completed across approximately 7, 60-90 minute sessions. Getting Going is delivered by specially trained HMPPS facilitators.</p> <p><b>(2) My Journey</b><br/>         This is the rolling, group work phase of the programme, delivered by trained facilitators. It is made up of three modules:</p> <p><i>Module 1: Understanding Old Me and New Me</i> is dedicated to participant led formulation. Participants are supported to identify patterns in their lifestyle, thoughts, personal rules, feelings and/or behaviours that have led to unhelpful (Old Me) or healthy (New Me) functioning.</p> <p><i>Module 2: Strengthening New Me</i> supports participants to build on the insights gained in module 1 in order to learn how to strengthen New Me. In doing so, status is given to existing strengths, and opportunity is created to develop further New Me skills. New Me skills are introduced, practiced and refined.</p> <p><i>Module 3: Future New Me</i> creates the opportunity to generalise learning to current and future risky situations using the New Me Life Plan (similar to a relapse prevention plan), and creating further opportunity to strengthen New Me.</p> <p><b>(3) New Me MOT</b><br/>         New Me MOT is accessed once participants have completed the My Journey phase. It is provided by Offender Managers as opposed to programme facilitators. It offers programme graduates the opportunity to consolidate their learning from the group, to build on this further and to generalise it across contexts. On-going self-monitoring, evaluation of risk management plans and further skill development are all encouraged.</p> <p>It is intended that programme graduates access New Me MOT upon programme completion through to sentence completion.</p> |
| <p><b>Risk assessment</b></p> | <p>A comprehensive assessment of risk, need and responsivity assessment is conducted in all cases.</p> <p>The type of <b>Risk Screen</b> conducted depends on nature of the primary risk. Where this is Intimate Partner Violence the Electronic Spousal Assault Risk Assessment (E-SARA) is used. Risk Matrix 2000 (RM2000) is used for those whose primary risk relates to Sexual Offending (SO) and the OASys Violence Predictor (OVP) is used when the primary risk is General Violence (GV).</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |

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|                                             | <p><b>Need assessment:</b> A Programme Need Assessment (PNA) has been developed by HMPPS in order to assess the presence of the criminogenic needs (dynamic risk factors) associated with IPV, SO and GV, targeted by the programme.</p> <p>Responsivity assessments are also conducted to ensure that any individual needs are identified at the earliest possible stage, allowing for each case to be offered appropriate support. Those identified as having Learning Disabilities or Challenges (LDC) are re-directed towards our programmes designed specifically for this client group.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| <p><b>Target group</b></p>                  | <p>Kaizen has been designed for adult males who are assessed as high risk on either E-SARA, RM2000 or OVP and who are assessed as having a high level of criminogenic need on the PNA.</p> <p>The programme is designed for those with convictions for IPV and for those where there is evidence of IPV but not necessarily a conviction. It is responsive to all IPV related behaviour types and can accommodate males who have offended in heterosexual and/ or same sex relationships.</p> <p>Kaizen can be set as a sentence planning target but all participants are recruited via an informed consent process.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| <p><b>Theory/Methodology used</b></p>       | <p>Kaizen is based on the bio-psycho-social model of change, which proposes that criminogenic needs (risk factors) are expressions of underlying, interacting biological processes (genetic and neurobiological factors), psychological processes (developmental experiences and early learning including attachment, developed schema and personality) and social processes (cultural and social influences). It is proposed that these underlying processes help to explain why an individual offends. The programmes therefore aims to support participants to develop resources in each of these need areas, as per the six organising principles suggested by Mann &amp; Carter (2012).</p> <p>Consistent with the proposals of Mann &amp; Carter (2012) the programme’s design also integrates the principles of risk, need and responsivity (Bonta &amp; Andrews, 2007) and desistance theory (Maruna, 2001).</p> <p>More information can be found in Walton, J., Ramsay, L., Cunningham, C., &amp; Henfrey, S. (2017). New directions: Integrating a biopsychosocial approach into the design and delivery of programs for high risk service users in Her Majesty’s Prison and Probation Service, <i>Advancing Corrections</i>, 3, 21-47.</p> |
| <p><b>Individual or group programme</b></p> | <p>Kaizen is generally delivered on a group basis, with additional supported learning sessions that can either be delivered on an individual or small group basis.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |

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|                                                     | <p>Kaizen is also accredited for delivery on an individual basis although this is only advised in exceptional circumstances, in response to specific individual needs.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <p><b>Duration of the perpetrator programme</b></p> | <p>The length of time a participant spends on the programme depends on the extent of their criminogenic needs and their progress. Typically those with a greater level of need require longer. On average, participants engage in 68 group sessions and 11 supported learning sessions but this can be increased/ reduced by 20% where need necessitates.</p> <p>Group sessions, comprising a maximum of 8 participants, are typically 2.5 hours in length and occur between 2-4 times per week. Supported learning sessions are usually between 45 minutes and an hour.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <p><b>Victims safety</b></p>                        | <p>Kaizen is delivered within HMPPS and as such within a multi-agency approach to risk management.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <p><b>Monitoring and training</b></p>               | <p>Each Kaizen delivery site is expected to draw on the skills of a Qualified Forensic Psychologist to Treatment Manage (TM) the programme. TMs attend all required programme training (as detailed below) as well as TM training and supervision skills training. They are also invited to attend bi-annual Professional Practice Forums with the programme leads.</p> <p>Each strand of Kaizen is typically delivered by 4 facilitators in addition to the TM. Facilitators are required to attend a number of assessed training events prior to delivery. These include:</p> <ul style="list-style-type: none"> <li>- A 5 day 'core skills' training event applicable to facilitators across the full suite of HMPPS accredited programmes. This event introduces facilitators to some of the core theories relating to behavioural change, to motivational interviewing techniques and facilitation skills, and encourages consideration of group processes and dynamics.</li> <li>- A 3 day 'core concepts' training event which provides information about the core theoretical principles and models underpinning the programme.</li> <li>- A 5 day 'Kaizen specific' training event, which aims to ensure all facilitators are familiar with the practical application of the core principles underpinning the programme and the programme exercises. This is achieved through teaching, group discussion, trainer demonstrations and learner skills practices.</li> </ul> <p>Following on from this, responsibility for ongoing development sits with the Treatment Manager. Treatment Managers are responsible for monitoring the delivery of sessions and upholding the integrity of the programme. The quality of delivery in individual sites is also monitored centrally via a dedicated Quality Assurance team.</p> |

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| <b>Evaluation</b>                              | Responsibility for the evaluation of HMPPS accredited programmes sits externally with the Ministry of Justice. Given the infancy of the programme, there is insufficient data available at this stage to undertake an evaluation of impact. Evaluability studies are though planned for later this year (2019). |
| <b>Transferability</b>                         | HMPPS is the owner of the programme and it has not yet been tested outside of this context.<br><br>The manuals are written in English.                                                                                                                                                                          |
| <b>Digitalisation</b>                          | None of the materials are currently available in digital format. Opportunities to develop digital material will be explored during the next accreditation period.                                                                                                                                               |
| <b>Volume</b>                                  | Approximately 87 participants had completed an IPV strand of Kaizen by the end of March 2019.<br><br>This figure though under-represents the total number of those with IPV convictions who have completed Kaizen. Some may have completed sexual offending or general violence strands of the programme.       |
| <b>Lessons learnt</b>                          | A full review of implementation is currently underway and therefore this information is not presently available for publication.                                                                                                                                                                                |
| <b>Current status</b>                          | Following completion of the aforementioned implementation review, it is intended that the programme be developed accordingly. This development work is likely to take place across 2020.                                                                                                                        |
| <b>Other initiatives on Domestic violence?</b> | Kaizen forms part of a system wide approach to tackling domestic abuse and so is intended to complement other associated services.                                                                                                                                                                              |