



Forensic Practice

Consultancy and Advising in Forensic Practice

Empirical and Practical Guidelines

Edited by
Carol A. Ireland
and Martin J Fisher



The
British
Psychological
Society

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Consultancy and Advising in Forensic Practice

'This is an erudite text that takes the psychological client service model back a step or two and uses it to inform how consultant psychologists can work better with organisations that fund their work. This is important since psychologists are generally trained in working with client's best interests in mind, but not in how to provide services with the organisation's interests in mind. This book provides guidance and practical advice on how to do the latter more effectively and comprehensively. In sum, this is an excellent book for all consultant psychologists and I thoroughly recommend it as a core text for any practitioner's book shelf.'

**Douglas P. Boer, Associate Professor of Psychology,
The University of Waikato, New Zealand**

Forensic Practice

Series Editors: Adrian Needs, University of Portsmouth, and Carol A. Ireland, University of Central Lancashire and Mersey Care NHS Trust

The books in this series take a research-based applied psychological approach to a wide range of topics in forensic psychology, and are aimed at a range of forensic practitioners working in a variety of settings. They will be of use to all those working within the criminal process, whether academics or practitioners.

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Consultancy and Advising in Forensic Practice

Edited by Carol A. Ireland and Martin Fisher

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Dedication



This book is dedicated to the memory of Terry Cobham. A loving husband and father, a hero and a friend.

This book is also dedicated to Michele Whitfield, for patience and inspiration

Contents



<i>Series Editors' Preface</i>	ix
<i>Notes on Contributors</i>	xii
<i>Acknowledgements</i>	xvi
Part I: Consultancy and Advising from a Theoretical Perspective	1
1 The Role of a Consultant: Function, Skills, Competences and Presentation <i>Carol A. Ireland</i>	3
2 Key Stages and Factors in the Consultancy Process and Relationship: The Importance of Stakeholders, Organisational Boundaries, Culture and Their Management <i>Carol A. Ireland</i>	17
3 Theoretically Driven Training and Consultancy: From Design to Evaluation <i>David Vickers, Eliza Morgan and Alice Moore</i>	35
4 Ethical Considerations in the Consultancy and Advisory Process <i>Susan Cooper and Martin Fisher</i>	51
Part II: Consultancy and Advising from a Practical Perspective	69
5 The Application of Cognitive Interview Techniques as Part of an Investigation <i>Andy Griffiths and Becky Milne</i>	71
6 Acting as the Consultant Advisor in a Crisis Situation <i>Martin Fisher and Carol A. Ireland</i>	91
7 Legal Consulting: Providing Expertise in Written and Oral Testimony <i>Jane L. Ireland</i>	108

8	The Development of a Practical Behavioural Change Framework: A Case Study within a National Law Enforcement Agency <i>Simon Keslake and Ian Pendlington</i>	123
9	Examining the Link between Performance and Employee Engagement in a Forensic Setting: Care Enough to Perform Well? <i>Suzy Dale</i>	143
10	Inspecting Secure Institutions <i>Louise Falshaw</i>	163
11	Effective Training in Action: From Contracting to Evaluation <i>Eliza Morgan, David Vickers and Alice Moore</i>	183
12	Systemic Failure and Human Error <i>Adrian Needs</i>	203
13	Project Management: Towards More Effective Applied Psychology <i>Roisin Hall and Donald Darroch</i>	220
	<i>References</i>	243
	<i>Index</i>	265

Series Editors' Preface



In the preface to a previous volume in this series (Needs & Towl, 2004), reference was made to the British Psychological Society's project during the 1990s on Occupational Standards in Applied Psychology. The purpose of the workshops connected with this was to characterise the nature of the work of applied psychologists across all professional backgrounds. Much discussion centred upon three themes: ethics, problem solving and interactivity. Ethics is pervasive and non-negotiable, the basis of not only standards and consistency but also of the trust upon which professional practice depends. Problem solving forms the bridge between knowledge, expertise and the 'real world'; the ability to formulate an appropriate response to unfamiliar and complex situations is the hallmark of the professional who is fit to practise autonomously. Interactivity goes beyond the obvious in emphasising that psychologists work 'with' people in the deepest sense. Issues such as effective engagement, communication and working relationships come to the fore, along with a very practical need to explore the client's perspective and use this as a reference point.

After distilling these aspects (sometimes it certainly felt as if some form of distillation had been involved), consideration moved to how they are exercised and reflected in the work of applied psychologists. This process was a major influence on the emergence of the standards that were adapted by the Division of Forensic Psychology of the BPS in its system for Stage 2 of eligibility for chartered status. These aspects of orientation and associated roles are exemplified particularly clearly by work as a consultant and advisor in organisational settings.

Such work, in turn, is exemplified by the variety of methods and applications described in this book. Core roles are much in evidence, for example, in chapters on the range of component activities involved in training, on supporting and advising in demanding situations, on the development of procedures to improve standards and the promotion of organisational change. Yet there is also an appropriate sense of continuity between such areas, with the opening, more generic chapters, and with other areas of practice that are sometimes mistakenly regarded as belonging in completely separate compartments. The ability to make such connections is an important resource for any practitioner and can help take the mystery out of many an unfamiliar area. A great deal of activities that psychologists undertake involves a cycle that proceeds from engagement and assessment through formulation, planning, implementation and evaluation. The cycle is as relevant to consultancy in organisations as it is to working with a client in clinical work. In addition, client contact skills in

consultancy bear more than a passing resemblance to counselling skills, and these are not too far removed from important skills that are orchestrated by crisis (hostage) negotiation advisors. Research skills are relevant to carrying out inspections, and training skills can enhance the competence and confidence of any briefings or debriefings that have to be conducted whilst also fostering multidisciplinary working and psychologists' integration within an organisation; and so on. It is the synergy between these areas of competence and contexts of practice that previously gave many practitioners of forensic psychology their distinctive identity.

There have been changes in recent years that some forensic settings have lost or eroded this traditional versatility. At the centre of these has been the domination of a focus on working with the offender directly, such as through group therapies or extensive individual work. This is not to say that this work is not valuable, yet such an overemphasis can lose sight of the versatility of professionals such as psychologists. For example, the increased number of forensic psychologists in settings that encourage this to the exclusion of the psychologists' other roles has tended to restrict the nature of the work available to qualified psychologists and trainees. This has caused considerable challenges and may well have contributed to some problems for forensic trainees in attaining the breadth of experience necessary for qualification. These and other challenges of the recent past have now been recognised in several quarters (partly as a result of some limited consultancy work!) and it is to be hoped that what were strengths of forensic psychology can be nurtured once more. Yet, challenges of this nature are not unique to forensic psychologists, but to a range of professionals working in forensic settings.

This will be timely in more ways than one, since if offending behaviour therapies are to achieve optimal effectiveness, far more attention must be given to issues such as regimes, social climate and the quality of relationships. These are the kinds of areas where, for example, psychologists skilled in consultancy work can make an important contribution. Meanwhile there are psychologists who never gave up the old versatility, and who maintained an involvement in consultancy and related areas. The expertise of some individuals ensured that major elements of the consultancy tradition remained at the forefront of their work. Contributions from such individuals and from some relatively new to the field are to be found in the pages of this book. It is hoped that this addition to the *Forensic Practice* series will provide new impetus to an area that maximises the contribution of psychological expertise to criminal justice.

This book is also timely for another reason. Even in the days when consultancy work in psychology in forensic settings was widespread there was very little published on it. Even the near showcase for the Prison Service, *Applying Psychology to Imprisonment*, edited by Barry McGurk, David Thornton and Mark Williams in 1987, was criticised by at least one reviewer for containing few chapters representing the organisational working that tended in those days to go hand in hand with promotion. Occasionally, short papers on working at the organisational level appeared in collections of papers such as *What do Forensic Psychologists do?*, edited by Graham Towl and Cynthia McDougall in 1999. Prisons and other custodial settings are of course only part of the picture. Amongst the relevant other settings where consultancy work has been exercised, such as health care, courts and social services, there is a long and healthy tradition of (usually academic) psychologists being involved with the police

in advisory work or the development of procedures. An important part of this tradition, given excellent representation in the present volume, is that its proponents published regularly and often collectively. However, it seems that it was not until the book mentioned in the opening sentence (that's the second plug) that a deliberate attempt was made to represent a variety of forms of organisational working across a number of different settings.

The present book not only complements the latter but also takes it further as coverage of fundamental skills and principles is included alongside some vivid and groundbreaking examples. It will offer new horizons for many psychologists and professionals in forensic settings of all shades of experience and qualification. More psychologists benefiting agencies in the criminal justice through engaging in such work will help to define the discipline once more in terms of its true potential.

Adrian Needs and Carol A. Ireland

Notes on Contributors

Dr Susan Cooper is a chartered psychologist, forensic psychologist and chartered scientist. She is currently employed by Tees, Esk and Wear Valley NHS Trust. She is the lead psychologist for the Primrose Programme (Dangerous and Severe Personality Disorder Service for Women). Prior to this she worked with adolescent offenders in a Local Authority Secure Children's Home and with those detained in hospital under the Mental Health Act (1983). She also worked for HM Prison Service with adult male offenders for five years. Much of her work has involved the assessment and treatment of offenders as well as developing and managing psychological services in secure settings. She has a PhD in the area of psychopathic personality disorder and risk assessment in adolescent offenders. She has delivered lectures on forensic psychology to undergraduates and postgraduates, presented at national and international conferences and published several articles in peer-reviewed journals.

Suzu Dale is a chartered psychologist and occupational psychologist. She currently works for the National Offender Management Service South East Regional Office and has 12 years experience with the Civil Service as an in-house occupational psychologist. Before moving to South East Regional Office, she developed and ran the National Prison Service Staff Survey, and formerly has held posts with the Ministry of Defence and Cabinet Office.

Donald Darroch BA, Dip HE, is the training officer with the Risk Management Authority in Scotland. He has been involved in project managing the development of various training programmes including Risk Management Planning and Practice, and the Structured Professional Judgement Approach – Assessing Risk of Harm. A former police officer, Donald was a trainer with the Scottish Police College involved in project management before promotion into their leadership and management division. He was also part of a team selected to work with the Foreign and Commonwealth Office to train police officers in Guyana. Donald is trained in Prince2 Project Management and is a registered Prince2 practitioner with APMG UK.

Dr Louise Falshaw received her PhD from the University of Birmingham in 1998 on the link between a history of abuse and offending behaviour. Since then she has worked for the Offending Behaviour Programmes Unit in HM Prison Service and the Research, Development and Statistics Directorate within the Home Office. She

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Martin J. Fisher is a chartered psychologist, forensic psychologist and chartered scientist. He has most recently been the area psychologist for South Central Area of NOMS with responsibility for specialist services including drugs strategy, safer custody, mental and physical health service provision, and is now the consultant psychologist the HMPS Public Sector Bids Unit. He is a member of the Hampshire MAPPP Audit Panel and has input to clients in secure and mental health settings. He coordinates the NOMS Area response to crisis intervention. He has published work in the areas of risk assessment and hostage negotiation. He is currently CPD lead for the Division of Forensic Psychology of the British Psychological Society, as well as leading for the Division on Government Consultation. Martin is on the Editorial Board of the *British Journal of Forensic Practice*.

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Professor Roisin Hall is a chartered psychologist, forensic psychologist and clinical psychologist and a fellow of the British Psychological Society. She is chief executive of the Risk Management Authority, which has a remit to develop best practice in the risk assessment and management of serious sexual and violent offenders in Scotland. She holds an honorary chair at Glasgow Caledonian University where she contributes to the MSc course in forensic psychology. Previously head of psychology for the Scottish Prison Service, she has worked in a number of NHS, custodial and academic settings.

Dr Carol A. Ireland is a chartered psychologist, forensic psychologist and chartered scientist. She works for Mersey Care NHS Trust, at Ashworth Hospital, where she is lead for sex offender therapies and crisis (hostage) negotiation. She also works at the University of Central Lancashire, where she is the director of studies for the MSc in forensic psychology. She also leads on the postgraduate qualifications for the Child Exploitation Online Protection Agency (CEOP) and postgraduate qualifications in crisis communications. Dr Ireland manages her own consultancy firm, Bowland Psychological Services, delivering expert witness reports, training and consultancy. She has over 35 publications, including journal articles, books and book chapters, mainly on offending, consultancy and crisis (hostage) negotiation.

Dr Ireland is currently chair of the British Psychological Societies Division of Forensic Psychology.

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Alice Moore is a lecturer in human resource management at the University of Central Lancashire. Prior to entry into academia in 1976 she worked as an industrial engineer in a large manufacturing organisation in South West Scotland. During her career in higher education she has undertaken consultancy and development work with a number of organisations both in the public and private sector and has a particular interest in management in the NHS. She has a number of papers published in this area including journal articles and book chapters, mainly on organisational change in the NHS.

Dr Eliza Morgan works at the University of Central Lancashire where she has a dual role as Home Office projects manager and a senior lecturer in human resource man-

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Dr Adrian Needs is a chartered psychologist and forensic psychologist and runs the MSc in forensic psychology at the University of Portsmouth. He worked in the Prison Service for many years in high-security establishments, followed by a period in the training branch during which he also worked as a trauma counsellor and as an advisor on operational emergencies. As an office holder in the BPS he played a leading role in the development of postgraduate training for forensic psychologists. Published work includes articles on social skills interventions, sexual and violent offending, influences on change in offenders, work teams and prison officer training.

Ian Pendlington is an experienced business professional with over 25 years of experience in both industry and management consultancy. He is a criminal justice specialist with expertise in performance and knowledge management, policy analysis, user focus and both qualitative and quantitative research. He specialises in leading multi-disciplined teams tasked with delivering major business transformation projects where diversity and culture have been critical success factors. Ian holds an MBA from Oxford Brookes University, and is an accredited practitioner of Myers Briggs' psychometric instruments. Ian currently sits on the Advisory Board of Oxford Brookes University Business School.

Dr David A. Vickers is a fellow of the Chartered Institute of Personnel and Development. He worked for more than 15 years as a human resource manager in a variety of multinational organisations including the likes of ICI and GEC-Plessey Telecommunications. He now works at the University of Central Lancashire, where he is programme director for professional personnel and HR programmes. He also works as a consultant and has been involved in a variety of projects related to the police, child protection, the nuclear industry and newspaper production. He has also provided HR and organisational behaviour consultancy to a diverse range of small and medium enterprises ranging from saw mills and double-glazing manufacturers to outside catering companies. His research interests are in the areas of critical human resource management, organisational change and actor-network theory.

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Part

I

Consultancy and Advising from a Theoretical Perspective



