



Improving your prisoner involvement systems: A toolkit for staff



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Section 1:

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1.1 About this toolkit

Prisoner involvement

Prisoner involvement is a key part of running an effective prison. Giving prisoners the opportunity to give their views and contribute through representative systems like wing meetings and prison councils and through consultations has many benefits. It can deal with issues before they become a problem, and can improve staff and prisoner relations. It gives prisoners a voice and develops their skills. Playing an active role in their community and taking on a measure of responsibility can assist in the journey away from crime.

This toolkit is designed for prison governors and staff to review and improve your prisoner involvement systems.

How can the toolkit help you improve your prisoner involvement?

Between 2012 and 2014 the Revolving Doors Agency worked with HMP Norwich and HMP Holloway to support them in reviewing and improving their prisoner involvement methods. This toolkit is based on the learning from those pilots, and provides guidance for other prisons. It gives advice on representative systems, like wing meetings and prison councils, and gives a range of consultation methods to engage with the wider prisoner population. The toolkit is full of practical guidance and tools for prison staff to use.

Section 1: Gives an introduction to prisoner involvement and its benefits to the prison and to the prisoner. It also looks at typical barriers to implementing prisoner involvement and how to overcome them.

Section 2: Takes you through a three step process for reviewing and improving your prisoner involvement systems.

Step 1: Tells you how to get people on board including senior management, frontline staff and prisoners. The toolkit guides you through an effective communications strategy

Step 2: Helps you review your prisoner involvement systems and get feedback from staff and prisoners on what works and what doesn't. It gives guidance on how to facilitate a joint working group made up of staff and prisoners to implement change.

Step 3: Looks at how to embed effective prisoner involvement throughout your business planning and systems

Section 3: Gives you guidance and tools to run effective prisoner representative groups and prison wide councils. It looks at the typical problems that prisons come across in running representative systems and gives advice on how you can overcome them.

Section 4: Gives you guidance on using a range of consultation methods which are suitable for local prisons with a high turnover. These methods can complement your ongoing representative prisoner involvement systems, allowing you to reach a wider range of prisoners.

Section 5: Gives you easy to use checklists, templates and good practice to support your prisoner involvement.

Section 6: Lists further sources of information and support.

1.2 What is service user involvement?

Service user involvement refers to the process by which people who are using or have used a service become involved in the planning, development and delivery of that service to make improvements.¹

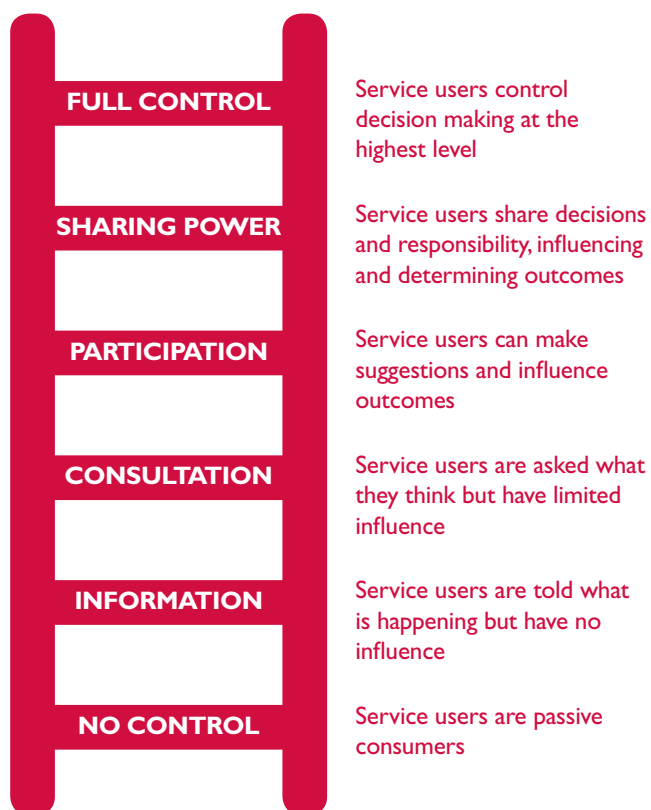
Throughout this toolkit we refer to service user involvement in prisons as 'prisoner involvement'.

¹ Revolving Doors Agency and Clinks Service User Involvement Guide: <http://www.revolving-doors.org.uk/documents/service-user-involvement-guide/>

Levels of involvement

Service User Involvement can be seen as a ladder of involvement, from information and consultation to the highest levels of decision making.

The ladder of participation



1.3 Why involve prisoners?

There are many benefits to be gained for both prisons and prisoners through having effective prisoner involvement.

Benefits for the prison

Fewer complaints:

Prisoner involvement creates an opportunity for prisoners to raise any problems or issues. These can be discussed in an open environment and be addressed. This ensures officers are aware of any issues within the prison or that prisoners are facing.²

Dealing with issues before tensions arise:

Having prisoner involvement where prisoners work together with staff often results in a significant reduction of tension in prison.³ Prisoner involvement can be seen as a tool for defusing potential conflict and tension. This allows for prisons to run more smoothly.

Supporting desistance:

Desistance is the process by which people stop offending. Desistance theory suggests that when prisoners play an active role in their community it can help the process of moving away from crime. Prisoner involvement provides an opportunity for prisoners to become active citizens, and can give prisoners a sense of self-worth, which can also be factors in stopping them committing crime.³

Quality feedback including from people less likely to speak to staff:

Prisoner involvement is a way of monitoring the quality of services in prison, and prisoners can highlight issues that staff may be unaware of. Prisoners who are involved in prisoner involvement are often viewed as more approachable than officers and many prisoners may feel more comfortable engaging and raising issues with them. This could result in hearing perspectives from prisoners whose voices can often be unheard.

Benefits for prisoners

Increasing purposeful activity:

Her Majesty's Inspectorate of Prisons (HMIP) outlines purposeful activity as an expectation in prisons.⁴ Prisoner involvement provides prisoners with a constructive way in which to spend their time, and the opportunity to engage in something positive.

² Solomon & Edgar; 2004 *Having their Say: The Work of Prisoner Councils* http://www.prisonreformtrust.org.uk/uploads/documents/HAVING_THEIR_SAY.pdf

³ Prison Reform Trust, 2011, *Time Well Spent: A practical guide to active citizenship and volunteering in prison* <http://www.prisonreformtrust.org.uk/Portals/0/Documents/Time%20Well%20Spent%20report%20lo.pdf>

⁴ HMIP, 2012, *Expectations: Criteria for Assessing the Treatment of Prisoners and the Condition in Prison* <http://www.justice.gov.uk/downloads/about/hmipris/adult-expectations-2012.pdf>

Sense of voice:

Prisoner involvement gives prisoners a voice and an opportunity to share their concerns and feel they are being listened to. This in turn can make them feel valued and respected.

Learning new skills:

Taking part in prisoner involvement activity provides prisoners with the opportunity to learn and develop a range of skills. This can vary from team working, empathy, listening, and communication.

Better relationships with staff:

Prisoner involvement can have a positive effect on the relationship between staff and prisoners and can break down barriers between them.

Gaining responsibility, trust and empowerment:

Prisoners involved in prisoner involvement gain responsibility for their role in the involvement system which can encourage a sense of accountability. Through prisoner involvement prisoners can also gain trust from officers. This can help reverse the sense of marginalisation that prisoners may feel and can have a positive effect on rehabilitation and resettlement.

1.4 Issues for prisons in implementing effective prisoner involvement

Barrier	Potential solutions
Staff apprehension Staff can be resistant and skeptical. Often staff are uncertain about the meaning or purpose of prisoner involvement.	<ul style="list-style-type: none"> Communicate clearly to staff about what prisoner involvement involves and why it is happening Involve staff in the process; guidance and training for staff as well as prisoners is vital to empower staff to have a role in the process Ensure there are very clear terms of reference and role description for prisoners.
Not part of the culture Prisoner involvement is not enshrined in the prison service culture.	<ul style="list-style-type: none"> The toolkit (commissioned by NOMS) can be used as a way of implementing prisoner involvement Prisoner involvement should be integrated into the way the prison works including business planning, role descriptions and supervision systems.
Stigma Prisoners may experience negative reactions from their peers for participation in prisoner involvement projects.	<ul style="list-style-type: none"> Time and perseverance are the best strategy for normalizing prisoner involvement – as prisoner involvement becomes mainstream, participation becomes more welcome If possible, using ex-prisoners or other service users to assist with educating and training prisoners about prisoner involvement could help to give it more credence with prisoners.
Prisoners having a personal agenda Some staff may be concerned that prisoners may bring personal issues to meetings or use their roles as a representative or likewise to their own advantage.	<ul style="list-style-type: none"> Ensure there are processes in place for prisoner representatives to canvas the views of other prisoners for example having a drop in surgery on the wing Have systems for the nomination or election of prisoner representatives Have clear agendas for meetings so they are not just a 'talking shop'.
Prisoners level of knowledge and understanding There is very little training available for offenders performing representative functions. Prisoners also report issues ranging from inadequate understanding of the terms of reference to limited knowledge of the subject matter.	<ul style="list-style-type: none"> Training and support is a key area for development – it is important to furnish prisoners with the skills needed to fulfil a representative role Foreign national prisoners without good English are disadvantaged, some prisons use a separate foreign national prison forum, and it is useful to consider how the role of offenders as translators could be increased.
Staff reluctance to be involved Staff may feel nothing will change as a result of consulting prisoners. They can also be concerned about backlash against them for having closer relationships with prisoners.	<ul style="list-style-type: none"> Provide evidence that things have changed in response to prisoner feedback – this can be done by keeping minutes, action planning and feedback Ensure you have systems in place to listen and act on staff feedback.
Lack of resources Concerns about the future of prisoner involvement can revolve around the tightening of resource.	<ul style="list-style-type: none"> Prisoner involvement requires investment to ensure it remains a priority. It can save money and resources in the long term, proving cost effective solutions and improving service outcomes.



Section 2:

Reviewing and improving your prisoner involvement processes

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Step 1: Get people on board

Get the agreement of the Governor and the Senior Management Team (SMT) on board

It is essential to get the agreement of the Governor in any new initiative. Prisoner involvement needs to be led from the top, as well as by frontline staff who are willing and can champion the idea. The backing of the Governor from the outset can pre-empt resistance from staff. On occasions you will need the Governor to insist on involvement from staff who may be reluctant.

The role of senior management is to ensure that prisoner involvement becomes a part of day-to-day business of the prison, is taken seriously and supported by staff.

There are a number of things for a Governor and SMT to think through when embarking on a prisoner involvement initiative:

- Ensure sustainability of the initiative – don't rely on the skills of one member of staff, or succumb to consultation fatigue because change is not communicated. Think about including it in job descriptions, risk management and regular business planning
- Raise awareness – ensure staff and prisoners know about your increased focus on prisoner involvement and the changes and benefits it brings. Prepare for culture change and get staff on board – suggestions for consultation and a project group can help you do this.



See Section 5.1 for the governance checklist to discuss with the Governor

Set up a project team

You will want to bring together a group of people to support the project and make it happen. The project group should have a mix of senior and operational staff, and should cover different responsibilities such as the Head of Reducing Reoffending, Heads of Residence, Education, Security, and Equalities.



See Section 5.2 for terms of reference – prisoner involvement project group

Have champions for the process amongst staff

A champion is someone who will 'champion' or promote your cause. It is someone who feels passionately about the benefits of prisoner involvement and who can help to bring colleagues along with them. You may be able to easily identify people like this. If there is no-one in your organisation who knows about prisoner involvement, the next best thing is someone who gets on well with prisoners – who is seen as reliable and helpful. In persuading someone to take on the role of champion, you may want to consider how it could contribute to their personal development – would they have opportunities to train others for example, or is this a project with the backing of the governor that means they can make their mark on it? In the pilot, prisoners themselves suggested making more use of instructors and civilian staff, including a suggestion that they could receive copies of minutes of meetings and discuss these with prisoners.

Develop a communication strategy for the project

Communication of the project's aims, objectives and plans for development is essential in developing a prisoner involvement strategy. Developing a communication strategy should be one of the first jobs of the project team, so it may be helpful to include people responsible for communications within your prison.



See Section 5.3 for a communications checklist

The first message you want to convey to staff and prisoners is that there is commitment to involvement because it brings benefits for staff and prisoners, and for the organisation as a whole. The second message you want to convey is the way in which things might change in the near future and that you want people involved in these changes.

The aim of a communications plan would be to improve staff and prisoner understanding of the mechanisms for prisoner involvement and opportunities available, and also the impact and results of prisoner involvement.

For staff – ways of getting this information across might be:

- Discussing a notice from the Governor in daily briefings or other meetings
- An article in the staff newsletter
- Via managers
- On the intranet
- Via noticeboards or posters.

For prisoners –

- Notices to prisoners
- Noticeboards or posters
- Via prisoner reps speaking to other prisoners
- Staff speaking to prisoners
- Prisoner newsletter or magazine
- Attached to canteen bags or placed on lunch trays
- Posters by the server
- Information in induction
- At the bottom of complaints forms
- On TV screens or channels, prison radio.



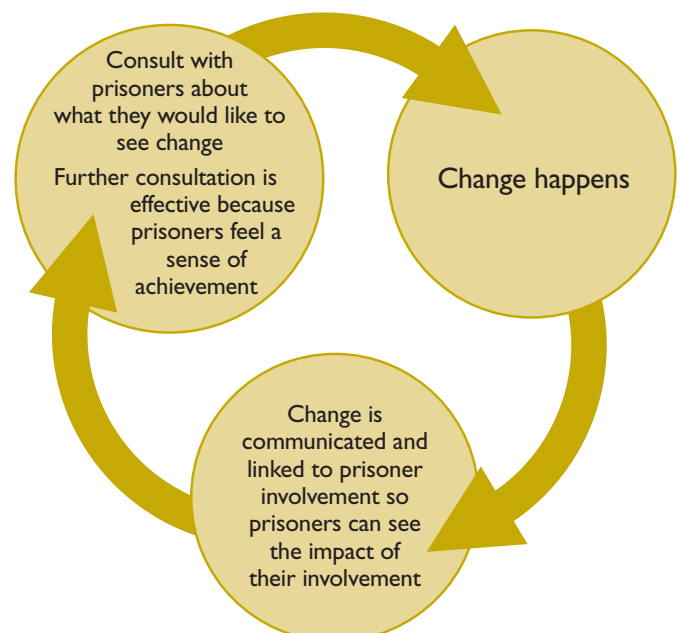
See Section 5.4 for an initial self-assessment audit checklist that can be used to find out how staff and prisoners use different communication channels

A second key feature of a communications strategy is that it can support the sense that prisoner involvement is part of the day-to-day business, and that it's everybody's business. There are a number of areas that will need to be reviewed in order to do this:

- Refer to governance arrangements – name people or roles in the strategy
- Link to people management and methods of communicating with staff – e.g. as part of individual supervision and performance reviews
- Link to any wider communications strategies such as staff and external stakeholders
- Map and make reference to existing mechanisms of prisoner involvement such as exit interviews – did they have an opportunity to contribute? Was prisoner involvement effective? Were they communicated with effectively around it?
- Ensure SMT understand their responsibility to promote prisoner involvement
- Ensure you can capture changes as they happen and communicate them to staff and prisoners.

Change and telling people about change

Prisons often do not have effective methods for communicating about prisoner involvement even where there has been significant change as a result of it. Prisoner Involvement needs to be seen as a circular process:



Step 2: Review and plan

Audit your current prisoner involvement processes

Don't reinvent the wheel. Find out the current situation of prisoner involvement processes in the prison. This is an important part of the process, it will help you:

- a) Identify relevant staff to include and
- b) Begin to understand where improvements need to be made to make prisoner involvement more effective, or more transparent, or more widely recognised.



See Section 5.4 for a prisoner involvement audit template

Put together a 'You Said, We Did' document and publicise

Using the prisoner audit template in section 5.4 and by circulating it to colleagues you will gather a list of changes that have happened as a result of prisoner input. Put together a document of changes that have happened as a result of prisoner input. A popular way of doing this is 'You Said, We Did'.

You should use your communications strategy to get this document seen by as many staff and prisoners as possible. The staff newsletter or a bulletin from the governor can be very effective. Putting it on noticeboards is great for prisons with a high turnover of prisoners as it shows the prison listens and acts on what prisoners say. If prisoners are only in the establishment for a short while they may not see changes occur but the 'You Said, We Did' document gives a longer perspective on changes that have occurred. Pictures can work well here too to ensure prisoners with limited literacy or foreign national prisoners see the impact of involvement.

Use this document to raise awareness of the impact of prisoner involvement, update it regularly.

"Producing the 'You Said, We Did' document was really easy but also really effective. It's a good step to take in terms of raising awareness of involvement and it highlights what is being done, and also what still needs to be done."

Staff member



See Section 5.5 for a 'You Said, We Did' document from HMP Norwich

Find out what prisoners and staff think of your current prisoner involvement processes

Conduct a review of what prisoners and staff think of your current involvement systems. Who could conduct this review? Some options would be:

- The prison psychologist
- Instructional/civilian staff
- A colleague from another prison in a reciprocal agreement
- Voluntary sector organisation that works in your prison
- Commission an independent researcher (a peer researcher i.e. someone with personal experience of being a prisoner would be ideal).

Consulting with staff

"It is easy for staff to feel that prisoners are consulted more than them. We have to work hard to get the balance right."

Governor

It's very important, to ensure staff are able to contribute to the change process at the early stage when you are reviewing your involvement systems. It is important that frontline staff know their views are being taken into account. Good prisoner involvement requires buy-in from staff and this initial phase of finding out what they think is crucial.



See Section 5.6 for questionnaire used for consulting with prison staff template

Having gathered the views of staff, your next step is to discuss these with senior managers and good practice would be to address any concerns from staff about, for example, levels of their own involvement and feedback. This exercise can also bring up some good recommendations about increasing recognition for staff – in the pilot a suggestion was that staff with no sick leave in a year could receive a letter thanking them from the Governor. Acting on suggestions like this would show staff that their opinions are counted, and enable them to start asking opinions of prisoners.

Consulting with prisoners

Questionnaires are also a useful way to consult with prisoners. It is a good idea to create a separate questionnaire for prisoners and prisoner representatives. Conducting a focus group with prisoner reps is also a useful form of consultation, particularly for exploring their ideas on the role further and also when examining what works and what needs improvement within the prison.



See Section 5.7 for a questionnaire for prisoners template



See Section 5.8 for a questionnaire for prisoner reps template

The following case study highlights how prisoners were consulted with in HMP Norwich and can be replicated within your prison:

Case study

HMP Norwich consultation:

We used the questionnaire for Prisoner Reps to find out what they thought of their role, what works and what needs improvement. Questionnaires were provided to Prisoner Reps by the Equalities Officer who had responsibility for Prisoner Reps. Questionnaires were then returned to the Equalities officer.

Then we arranged a focus group with Prisoner Reps. This took place in education, as part of the ordinary business of Prisoner Reps meeting monthly with the Equalities Officer.

We also conducted questionnaires one-to-one with prisoners who weren't Reps, for example toe-by-toe mentors and various orderlies. The member of staff obtained a list of locations of these prisoners in a given afternoon and visited them, taking 10-15 minutes to interview them each.

Finally, we arranged to visit prisoners in workshops – at HMP Norwich this was in the box-making workshop, and also in industries. This gave us

HMP Norwich consultation:

access to a large number of prisoners in a relaxed environment, as the member of staff conducting the research on behalf of Revolving Doors was a visitor to their ordinary working environment.

Key findings from prisoner consultation at HMP Norwich:

- Prisoner Reps enjoy their role, and get a lot out of it
- Prisoner Reps would like more time and access to prisoners to go about their work
- Prisoner Reps would like more feedback on their role
- Other prisoners lack knowledge about Prisoner Reps and their work
- Other prisoners lack confidence in Prisoner Reps
- Other prisoners felt little changed as a result of involvement
- Both groups would like staff to be better informed about the role and remit of Prisoner Reps.

Once the review is complete a report should be compiled with recommendations to take forward.

Report the results and agree an action plan

The Project Group should review and agree on proposed recommendations. In our experience recommendations fall under the following categories:

- Improving communications and awareness of prisoner involvement
- Improving staff awareness and commitment to prisoner involvement
- Improving systems and transparency of prisoner involvement.

The project group may reject some recommendations, and reasons behind these decisions should be clearly communicated to prisoners and staff. The agreed recommendations should then be presented to senior managers and agreed. You can then develop an action plan and involve colleagues in implementation.



See Section 5.9 for an action plan template

Set up a joint staff/prisoner working group to take forward recommendations

The project group is likely to come up with a large number of recommendations after reviewing the consultation results. Your action plan is likely to include recommendations that have been agreed in principle but which need further thought and action to be implemented. Bringing together a joint prisoner/staff working group to work on implementation can be extremely effective.

Convening a joint prisoner/staff working group demonstrates the prison's commitment to prisoner involvement. It also allows for different perspectives and ideas on how to take forward the action points.

The working group can be brought together by any member of staff, however it would be effective if this member of staff was someone who is already recognised as someone involved with prisoner involvement, or known for chairing meetings with staff and prisoners.

Principles of a Joint Working Group (JWG)

A Joint Working Group is a task based meeting of prisoners and staff to implement recommendations that have been given prior approval by the Governor.

There should be approximately twice as many prisoners as staff on the JWG in order to overcome the inherent power imbalance. Include prisoner reps but take care to ensure prisoners who are not prisoner reps are also represented. The staff members should be mostly Prison Officers or Senior Officers.

The aim of the JWG is to achieve tasks that support improvement in prisoner involvement. The idea is that they will meet for a discrete number of meetings, during which time they will achieve a number of actions, and the group will then be concluded.

A JWG could be a one off as part of the prisons review of its prisoner involvement systems or you can build it into your prisoner involvement processes so that such a group is convened regularly to tackle specific issues in the prison.

First meeting:

The first meeting is introductory – to allow people to get to know each other; to understand that they will be working together, as equals, to improve prisoner involvement.

There are many ways of doing this and you may already have ideas of how to do so. The following is a guide of how the first meeting could run:

Start with an introductory exercise: ask members of the group to pair up with someone they don't know and for staff to pair up with prisoners not each other. Ask them to talk for a few minutes, find out who their partner is and which wing/area they live or work in, what they think their skills or particular areas of interest or responsibility are. Next invite each pair to introduce each other. This is effective as having someone else describe you gives people confidence. It also enables the group to identify strengths such as prisoners who work in print shop, or who are responsible for induction, who can be used to deliver tasks about communication etc.

The facilitator should end this introduction up by highlighting the range of experience and skills in the room, the areas of the prison (location and regime) that are represented by the various members, and saying that this looks like a good group to implement and achieve change.

Terms of reference/compact: the first meeting can be used to set terms of reference so that members are all clear what the purpose and the role of the group is, and how it will work. It is also useful to discuss in general terms people's experience of prisoner involvement, what works and what didn't – but making clear that the group would not be generating its own recommendations, rather working to implement some already made. There may be overlap between suggestions made in the JWG and those that had been made during the consultation. This helps members of the JWG understand where they fit in a wider process.



See Section 5.10 for terms of reference for a Joint Working Group

Second meeting: At the second meeting present the findings of the report from consultation with staff and prisoners. Explain that some of the recommendations are being taken forward by governors, and that some had been approved in principle, and that as a group we could choose which of these to focus on.

Go through all the recommendations and discuss them as a group. Asking members to vote for their top 3 in terms of importance, or where they feel they personally could have an impact. This is effective as this way, members have a personal investment in the actions chosen, it is also 'democratic'.

Case study

HMP Norwich JWG recommendations

The recommendations chosen by the Joint Working Group at HMP Norwich were:

- To improve transparency of the prisoner reps system by enabling prisoners to attend wing meetings as guests to see the process and how prisoner reps put forward issues to be resolved
- To improve staff support of prisoner involvement initiatives by increasing staff knowledge and awareness of systems and forums
- To ensure information about prisoner involvement is included in induction booklets and the induction process.

Next, as a group come up with ways to achieve the actions chosen. Get the group to write these down, and task individuals with completing the actions and reporting back at the next meeting.

Third and fourth meetings: At these meetings check in on progress and help people if they are unable to complete their actions, this can be done in big or small groups.

Final meeting: Recap what you have achieved, ensuring you have evidence for the changes, and ask participants for feedback on the process of being part of the JWG. You can also present certificates (signed by the Governor) to prisoners, congratulating them on their participation in the JWG and contributions to all it had achieved.

Case study

HMP Norwich outcomes

The group in Norwich was able to implement all three actions. Their outcomes were:

- Prisoners attending meetings as guests of Prisoner Reps. Posters were put up on the wings, staff were briefed that a prisoner rep could take one prisoner to the wing meetings as a guest, and evidence that this happened on several wings was available from the minutes of the wing meetings
- Staff reported better awareness of prisoner involvement, and prisoners from a wing not represented at the Joint Working Group reported improved noticeboards and information about prisoner involvement put up by staff
- Prisoners produced a whole new booklet for first night inductions, as well as updated and improved the existing information booklet for new prisoners. These were written and illustrated by prisoners. The Joint Working Group approved the content, and the prison print shop produced the leaflets. The new induction booklets contain information about Prisoner Reps, their role, how to access and how to become one.

Monitor progress on your action plan

The Project Group need to monitor progress against the action plan developed in Step 3:

- It is essential to have an action plan, with named responsible individuals and a timescale for completion of action
- The regular meetings of your Project Group will enable you to keep track of changes and achievements
- An update from the Project Group on progress should be a standing item on the agenda of senior management team meetings

- The project group should routinely review governance and communication checklists to ensure they are fit for purpose
- The 'You Said, We Did' central template should be updated and published at least quarterly
- The project group should consider any links of prisoner involvement activities with the wider regulatory arena – evidence may be relevant to the outcomes of for example healthcare, education, drugs strategies.



See section 5.9 for action plan template

Step 3: Embedding effective prisoner involvement within your prison

Prisoner involvement policy

You will need to develop a prisoner involvement policy for your prison. This will ensure that prisoner involvement becomes an established part of how things are done in the prison. The policy should as a minimum include:

- The background for the policy and the principles underlying involvement in your prison
- The aims of the policy
- How prisoner involvement will be organised in your prison
- Methods for involving a wide range of service users
- How decisions will be made and change reported.
- Role descriptions
- Recruitment and review procedures.

The policy should be made accessible to all staff and prisoners.

Staff roles

Responsibility for prisoner involvement should be incorporated into job descriptions. These responsibilities need to be monitored through supervision and appraisal processes. All prison staff have a Staff Performance and Development Report (SPDR) which is an opportunity to measure progress against prisoner involvement objectives.

Business planning

Prisoner involvement needs to be integrated into your business planning. At HMP Norwich improving prisoner involvement is now one of the five aims of their new organisational strategy.

“For all involved the project offers the potential for prisoner involvement to be part of ‘how we do things around here’ rather than a project that has now come to an end.”

Staff member

Section 3:

On-going representative prisoner involvement

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3.1 Prisoner representatives

81% of prisons have wing representatives⁵. In this section we focus on good practice in recruiting and retaining wing representatives, and what their role can entail. The guidance is relevant to any representative roles within the prison. We also look at effective wing and prison wide meeting systems. The table below highlights some issues that can arise with prisoner reps and potential solutions to address these issues.

Issue	Potential solutions
Rest of prison population often don't trust them they are perceived as 'officers' pets'	<ul style="list-style-type: none"> ● Well-advertised clear job description ● Prisoners put themselves forward to be reps ● Invite non-reps to attend meetings as guests ● Have a system for other prisoners to elect or nominate reps.
Not seen as representing views of general population	<ul style="list-style-type: none"> ● Reps to keep a log of requests/issues raised by prisoners ● Reps to facilitate drop-ins to canvass opinion and receive issues prior to wing meetings.
Lack of understanding of role of reps amongst general prison population	<ul style="list-style-type: none"> ● Role description posted on noticeboards and included in induction packs ● Include in induction run by prisoner reps ● Give feedback on achievements and change.
Rep roles only work for longer term prisoners	<ul style="list-style-type: none"> ● Drop-in surgeries on the wing will allow short term prisoners to raise issues with representatives ● Shorter term prisoners can be invited as guests to see the process ● One-off consultations can gather views and opinions of short term prisoners (See Section 4).

Recruitment or election of prisoner representatives

We recommend that as minimum prisoners are able to put themselves forward and apply to be representatives or be nominated by their peers rather than be chosen or nominated by staff. This limits the potential for reps to be seen as 'officers' pets'.

For effective recruitment you will need:

- Role description (advertised)
- Application process.

You could also put in place a process for representatives to be elected by other prisoners. For more resources on elected prison councils see Section 6.

See section 5.11 for a role description for prisoner representatives template

⁵ Clinks, 2011 Service user involvement: A review of service user involvement in prisons and probation trusts. <http://www.clinks.org/sites/default/files/Service%20User%20Findings%20Sept%2011.pdf>

Feedback for prisoner representatives

As with any role, feedback on your performance is important to maintain motivation and to address any issues. You should consider undertaking satisfaction surveys, comments or complaints systems about prisoner reps. Staff should give regular (monthly) feedback to prisoner reps about how they are performing. The staff member in charge of prisoner reps could produce a summary of the skills and strengths and areas for improvement of prisoner reps. These can then be used by the prisoner as evidence of the role and responsibilities they held while in prison.

3.2 Wing Meetings and prison wide councils

The way in which wing meetings are held varies dramatically between different prisons and different wings within different prisons. In HMP Norwich some wings regularly held meetings, that were well attended, others did not. This is a common issue and exemplifies how a prison needs to take a systematic and mainstreamed approach to ensure prisoners in all parts of the prison get the same opportunities for involvement. Many of the issues with wing meetings also affect prison wide councils.



See Section 5.12 for a wing and prison-wide meetings checklist

Role of wing meetings and prison-wide councils:

- To provide opportunities for prisoner to raise matters of concern with management in relation to policy and operational issues
- To promote prisoners ideas to improve the quality of daily living within the facility for both prisoners and visitors
- To act as a channel of communication between prisoners, management and staff and promote positive interaction

- To provide a forum to facilitate prisoners' recommendations for change to operations or routines
- To assist in reducing conflict
- To assist in the development and/or implementation of policy initiatives for the [prison] where appropriate.

Delivery

- Meet at least once a month and have ample opportunities to meet with prisoners to discuss issues prior to the council meeting itself
- Give prisoners the opportunity to have direct input in policy and operational issues
- Act as a channel of communication between prisoners, management and staff
- Provide all prisoners with a channel through which to tackle problems in conditions and regimes.
- Provide a forum to allow prisoners to make recommendations for a change of operations, routines or policy
- Assist in reducing conflict
- Improve staff/prisoner relations by providing a forum in which concerns can be addressed
- Represent the views of prisoners in general and not those of an individual.

Prison officers and governors need to be provided with appropriate training to enable them to understand the purpose and principles behind prisoner representation.

Prisoners who are not prisoner reps can often be unaware of meetings and what happens in them. Other issues can include accountability and effectiveness of meetings as actions are often not followed up. Below we suggest some solutions to these problems.

Issue	Potential solutions
Irregular meetings, cancellations at short notice, poor attendance	<ul style="list-style-type: none"> • Meetings to be fixed in advance on a regular basis, such as third Thursday in the month, so staff and prisoners know when a meeting is due to take place • Avoid if possible cancelling meetings – this requires establishment-wide commitment to the importance of prisoner involvement.
Other prisoners not aware of the role or content of meetings	<ul style="list-style-type: none"> • Advertising the meetings, including making agendas and minutes available • In HMP Norwich we implemented a system whereby prisoner reps could invite other prisoners as guests to see what happens in a wing meeting and how Reps put prisoners' views across.
Meetings often don't deal with important issues	<ul style="list-style-type: none"> • Mundane issues can take on greater importance in the prison environment. For example one governor complained "all they ever talk about in the forum is chips!" In another prison, staff acted on the complaints about chips – introducing a rotation system so all wings had hot fresh chips. Unsurprisingly, their forum no longer complains about chips • Awareness for governors of the use of the forums – can bring new policies or regime change for consultation/buy-in • See section 5.13 for a case study from HMP Holloway on how a prison council be involved in tackling a complex issue.
Lack of change resulting from wing rep input	<ul style="list-style-type: none"> • Staff running forums and meetings should have clear lines of delegated responsibility and be able to make changes concerning the wing • A template showing issues resolved and actions outstanding – including who they are going to and when a decision is expected should be kept.
Reps just raise their own issues	<ul style="list-style-type: none"> • Ways of ensuring reps don't just raise their own issues include good role descriptions, good application process, feedback from staff and other prisoners, reps keeping a log of issues they are asked about. Reps should be supported to hold regular drop in surgeries where prisoners can raise issues they want resolved.



See Section 5.13 for HMP Holloway case study for how a prison council can tackle a complex issue



See section 5.14 for a wing actions pro-forma template

Prisoner Reps – a job with pay?

Should prisoners be paid as a job to undertake representative activities? Our consultation with prisoners showed that prisoner reps were regularly missing domestic and association time in order to fulfil their duties as reps. Reps worked other jobs in order to earn money, and had to fit their representative duties into their spare time. As such, we recommended that the role of prisoner rep should be formalised as a job, with pay if possible.

Section 4:

Consultation methods

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This section describes some methods for consultation with prisoners, which would be suitable for local prisons with a high turnover of prisoners as they are designed as one-off or standalone events. They allow you to reach a wider range of prisoners directly. Consultation methods such as these should be an ongoing part of your prisoner involvement process.

The purpose of your consultation might be for planning and development, addressing particular issues, identifying issues, giving prisoners a chance to ask for things or responding to external scrutiny.

There are a number of different consultation methods you can adopt, each are suitable for different situations. The table below summarises these methods, before they are discussed in more detail:

Consultation method	What is it?	When is it appropriate?
The Matrix (Debating for a change) See 4.1	One off, one day consultation event. Use to consult with prisoners about changes they want to see.	<ul style="list-style-type: none"> • To kick start a prisoner involvement initiative • To conduct a snap shot of prisoners issues • Find out what priorities prisoners have • Prior to an inspection.
World Café See 4.2	Consultation event that brings people together to facilitate discussion and come up with ideas for solutions. Use to explore specific questions or issues.	<ul style="list-style-type: none"> • When you have already started looking at issues and have questions to explore • If you want to discuss sensitive issues (e.g. self-harm) • When you want a wide range of views on a particular issue(s).
Focus Groups See 4.3	A focus group brings together a number of people (usually 5-10) to discuss issues and ideas. Use to explore a range and diversity of views.	<ul style="list-style-type: none"> • When consulting on service delivery, to seek a range of people's experiences • Consulting on new policies or changes • Researching attitudes and knowledge on a topic about service delivery.
Interviews See 4.4	Interviews are usually done face to face and one on one. There are a range of different types allowing you to use them how you want. Interviews are flexible so you can use them to explore a range of issues or specific questions, for consultation and for general feedback.	<ul style="list-style-type: none"> • Researching attitudes and knowledge on different topics around service delivery • To get feedback on an aspect of the prison • To consult with prisoners on service delivery or new policies or changes • To explore issues prisoners may have.
Surveys/Questionnaire See 4.5	A survey or questionnaire can be used to gather feedback from a large number of prisoners. Use to gather data, to explore a range of issues or consult with a large number of prisoners.	<ul style="list-style-type: none"> • When you want a large number of responses/statistics regarding an issue • To consult with a large number of prisoners • To use as a starting point for discussion in other forms of consultation (e.g. focus groups or interviews).

4.1 The Matrix⁷

What is it?

The Matrix is a one-off, one-day event (like a forum) to consult with prisoners about what changes they would like to see in the prison. It is suitable for short term and long term prisoners as well as a mix of staff. It gives prisoners a sense that their opinions and suggestions will be listened to. Therefore implementing ideas, creating action plans and feeding back on changes is crucial, otherwise prisoners (and staff) may feel that the day was a waste.

When to use it?

This method is appropriate to:

- Kick-start a prisoner involvement initiative
- Conduct a 'snap-shot' of issues relevant to prisoners
- Find out what prisoners think are priorities (which might be useful for example in preparing for an inspection).

How does it work?

The event should consist of 12-20 prisoners, 6-10 officers and 3-6 senior management team. If possible it is also a good idea to invite representatives from healthcare and catering. When inviting prisoners they should (ideally) be chosen at random by staff from every wing, in order to get a fair cross section.

Setting up

- Place tables in a U shaped format with chairs on the outside
- Place two flipcharts at the open end of the U shape
- Provide name cards for all
- Prisoners and staff should be mixed together (to demonstrate a single working group).

The forum should run for 5-6 hours including coffee and lunch breaks. Ideally have a buffet lunch as this maintains continuity and encourages conversation.

How the day runs:

1. The facilitator welcomes everybody and asks them to sit in a mixed up manner (staff and prisoners together)
 2. Everyone has a pre-prepared name badge
 3. An explanation about the process is given, and any ground rules set
 4. An introduction from the governor should be given if possible
 5. Morning session – prisoner input. The first 2 and a half hours (approximately) are spent by prisoners generating ideas. Each proposal (however unrealistic) should be numbered and recorded on a flipchart
 6. Lunch – staff should stay and have lunch with prisoners
 7. Afternoon – staff and prisoner input on feasibility. Prisoners go first and score each proposal (from 1-10, 10 being most important) by desirability. Staff should then apply the same process, scoring on deliverability and feasibility.
1. The most effective way to begin is let prisoners open the conversation, and start where they want. Or you can follow a timetable of the day, covering different issues that you think are relevant, this is useful if prisoners struggle to come up with ideas.
 2. You can ask prisoners to consider differences from other prisons they might have known, and any practices from there that could be considered in your prison.
 3. Each problem or issue the group comes up with needs to be noted. What you are looking for is a proposed solution in a few words. At this stage the group doesn't need to consider how feasible or practical that solution might be. It will be up to the staff to assess feasibility.
 4. Remember to have regular breaks and tea/coffee on hand.
 5. At lunch request that prison officers and prisoners stay together in the room, or breakout room, and that lunch is served and eaten communally.
 6. In the afternoon, prisoners must score out of 10 how desirable each suggestion is. The facilitator should remind them that not all will be possible, so a reasonable proportion should be highest scoring (e.g. a quarter of suggestions should score above 7, not all suggestions).

7. Then staff should go through each suggestion and score suggestions based on how easy they are to implement. As a guide – 8, 9, or 10 means immediately or very shortly implementable. A 5, 6 or 7 means may be possible in the medium term, some obstacles to overcome or work required. A score below 5 means it is unlikely to happen.
8. Once the scores have been added, they are multiplied together and placed on a matrix.
9. The group (at this point a governor should be present) should agree to implement all suggestions that scored an 8 or above by both sides.

The governor should then take responsibility for producing an action plan and timetables and tasking individuals with progressing the changes.

It is vital to communicate the outcomes of the day – e.g. in a newsletter. Most importantly once changes have been made they should be publicised and stress that they came from prisoner input.

Role of the Governor

The governor needs to attend the session but does not need to (and indeed shouldn't) stay all day. He or she may attend silently in some parts of the morning or afternoon session, and their support and commitment to pursue ideas should be evident at the end of the session. It is important for the facilitator to debrief with the governor after the forum, so they should be available for a short meeting after the day.

“I think the day was both positive and constructive. Anything that helps build bridges between prisoners and staff is a good thing. It is helpful for representatives of prisoners to be able to feed back to their peers the fundamental reasons that certain wants and needs simply cannot be met, whilst at the same time putting ideas out there that could possibly change the regime for the better.”

Prisoner

You can find more information about the approach at <http://www.prisonreformtrust.org.uk/Portals/0/Documents/DebatingforaChange.PDF>

4.2 World Café

What is it?

World Café is a technique for bringing people together to facilitate discussions and come up with ideas and solutions. It is a process of iterative conversation – building on what each other say and progressing a conversation across several iterations (different groups of people).

When to use it?

This method is appropriate when you have already begun looking at an issue or issues and have specific questions you wish to explore. It is particularly good for sensitive issues, for example HMP Norwich used the method to look at reducing self-harm.

It is useful for situations where you have some issues to discuss or explore and want a wide range of views on them.

How does it work?

The key feature of this method for consultation is ensuring a pleasant, relaxed, café like atmosphere. In HMP Norwich we did this using red chequered paper tablecloths, fresh flowers on the tables, bunting, and lots of nice refreshments. The idea behind it is that people relax and chat in a café and you are trying to recreate some of that. There are resources available from www.theworldcafe.com such as posters and guidelines that you can put up around the walls. It was quite a transformation of a plain room, and prisoners were impressed and surprised as they arrived.

People sit at a table, on which there is one question to discuss. There is a facilitator at each table to help participants think about the question, to record and write down what people say, and to encourage people to doodle, draw and make notes (either on paper tablecloths, flip charts or post-it notes). After 20 minutes, you rotate people round the tables, and the facilitator recaps what the group before said about the topic. Everyone visits each table.

In this way, it does not generate topics; it discusses topics that are set by the organisers. It is useful because it helps create a positive atmosphere, and this may be helpful in a prison environment particularly when starting out with involvement initiatives.

Choosing questions:

World Café enables people to build on other people's ideas. Because of the nice setting, it can also be used to ask more sensitive questions than you might be able to in ordinary circumstances. There was relaxation and openness in the café we ran in HMP Norwich and we were able to ask questions about the sensitive topic of self-harm.

In HMP Norwich we looked at the most recent inspection report, the section about prisoner perceptions. From the areas marked for improvement we selected a mix of questions. We planned to have 3 tables, so we chose 3 questions. The questions were:

- What would improve the décor of the holding rooms when you arrive? (Reception)
- What support would reduce incidents of self-harm?
- What are your top needs about resettlement and how can HMP Norwich better prepare you for release?

The first question is a 'quick fix' practical type question requiring practical solutions. It would be easy to evidence that you have listened to and acted upon prisoner feedback by for example painting the rooms.

The second question is sensitive, but suited to an environment like world café because it is relaxing and putting some effort into having a nice atmosphere shows people that you care and people are more likely to open up.

The third question is quite broad and gives a lot of scope for suggestions and so needs to be managed carefully in terms of being able to feed back to prisoners the impact of their input.

Comments from participants at HMP Norwich included:

“Good mix of prisoners present, older, younger, long sentences, short sentences – makes it better to talk about issues all together.”

“Nice to see the effort put in to make the room look nice.”

“Thanks for taking the time to listen.”

“Small things would make a lot of difference.”



See Section 5.15 for a template advertising world café from HMP Norwich

“The world café event provided valuable insight to staff. It was well worth doing.”

Staff member

4.3 Focus group

What is it?

Focus groups are a form of group interviewing. A focus group brings together a number of people (5-12) and a facilitator, who will lead and manage the discussion. Ideally the focus group will be representative of the range of people affected by the issue you are discussing.

Consider how to get a range of views at your focus group. Try and select people who are on different wings, on different length sentences, or from different backgrounds. Focus groups should last about one hour.

When to use it?

Use focus groups when seeking a range and diversity of views. When you want to find out in detail the issues or ideas of individuals other research methods may be more appropriate. Situations in which you may want to conduct focus groups include:

- Consulting on service delivery – seeking a range of people's experiences (positive and negative)
- Consulting on new policies or changes in regime
- Researching knowledge and attitudes around a topic to improve service delivery – for example, involvement in sentence planning or resettlement.

The subject area needs to be suitable for group discussion, that is to say one that does not require divulging very personal details, or may arouse very strong and or inappropriate responses. The topic should also be one where a group dynamic will help generate difference of opinion, ideas and creative thinking. If the participants know very little about the proposed topic they will likely feel less inclined to put forward their views or opinions.

How does it work?

Once the size of the group (normally between 5-12) and the participants have been decided a focus group can take place. You can conduct more than one focus group with different prisoners if you want a wider range of views. The role of the facilitator is to be responsible for:

1. the discussion
2. group dynamic

In the first, he or she should be able to keep the conversation relevant to the topic and elicit the information needed to answer the aims of the focus group. In the second, he or she needs to manage the group to obtain this information in a balanced way from as many participants as possible – giving each person a fair chance to speak and creating a respectful and participatory atmosphere.

How the focus group runs:

- A focus group should take place in a quiet and comfortable room with no distractions. Make sure the temperature is comfortable and there are plenty of refreshments
- Ideally you should have a second member of staff to take notes, or you could ask a prisoner as well as a member of staff to both take notes. You can also record the session, but you must get consent to do this. Ensure any results are kept securely and details of participants are not published
- Choose whether to set ground rules. These may include things such as not talking over each-other; listening to each-other and being respectful. Set these before starting the focus group
- The facilitator should give a brief introduction to the purpose of the focus group. The focus group can then begin. The facilitator should follow the topic/interview guide (see below)
- The moderator must attempt to build rapport in the group. It is a good idea to have group members introduce themselves and tell a little about themselves. This method can help "break the ice".

Questions:

When deciding the questions for the interview guide:

1. Questions should be ordered from the more general to the more specific;
2. Questions of greater importance should be placed early, near the top of the guide, while those of a lesser significance should be placed near the end.

You should aim to have less than 12 questions. These should normally be unstructured, open-ended questions as they allow respondents to answer from a variety of dimensions. Questions must be carefully selected and phrased in advance to elicit maximum responses by all participants.

Some examples of general open-ended questions include:

"What did you think about the program?"

"How did you feel about the conference?"

"Where do you get new information?"

"What did you like best about the proposed program?"

Follow up and analysis

Depending on the purpose and nature of the research, what you do with the information will vary widely. What you are looking for is areas where participants concur or differ in opinion, themes and trends, ideas and criticisms. You may be looking for direct quotes to include in a report, or particular areas for focus for service or accessibility improvement.

It is very important to feed back to participants what happened as a result of their participation in the focus group. A common pitfall is to give feedback that covers only the points raised in the focus group, not what happened with the information gathered and what decisions or changes were made as a result.

4.4 Interview

What is it?

Interviews are normally conducted one-on-one, with the facilitator asking the prisoner questions about a specific topic. This is usually done face to face although it can also be done on the phone. These can range in time depending on how in-depth you want the response to be and depending on the topic you are researching. They are similar to focus groups (above) and the same rules apply in terms of the role of the facilitator and developing questions.

When to use it?

Interviews are flexible and can be used for a range of reasons. Interviews allow for in-depth and detailed answers about prisoners experiences, ideas or feedback. They can be used to explore reasons underlying a problem or practice in the prison and to gather ideas and information.

How does it work?

The main area to discuss with interviews is structure and question design.

Structure:

- **Unstructured interview.** The interviewer uses at most an 'aide-mémoire' – notes to jog the memory – rather than a list of questions. The interview may be like a conversation, with the interviewer responding to the interviewee and letting them speak freely
- **Semi-structured interview.** The interviewer has a list of questions or key points to be covered and works through them in a methodical manner. Similar questions are asked of each interviewee, although supplementary questions can be asked as appropriate. The interviewee can respond how they like and does not have to 'tick a box' with their answer
- **Structured interview.** The interviewer asks the interviewee a series of specific questions, to which a fixed range of answers are possible ('ticking a box'). This is the typical form of interview used in social survey research, and can provide quantitative data, as in a questionnaire.

Question design:

A closed question can be answered with either a single word or a short phrase. Examples are: 'How old are you?' and 'Where do you live?' A more limiting closed question can be answered with either 'yes' or 'no'. Examples are: 'Are you happy?' and 'Is that a knife I see before me?' are closed questions, whilst 'How are you?' is not, by this definition, closed. Closed questions have the following characteristics and uses:

- They give you *facts*
- They are easy to answer
- They are quick to answer
- They keep control of the conversation with the questioner.

Although any question can receive a long answer, open questions deliberately seek longer answers, the opposite of closed questions. Open questions have the following characteristics:

- They ask the respondent to think and reflect
- They will give you opinions and feelings
- They hand control of the conversation to the respondent.

They typically use questioning words such as how, when, where. Or they can ask people to explain or expand on something, or give an example. Within interviews they are more common, particularly in your project and you probably will want people's views on things; otherwise you would have done a survey. In a half hour interview we recommend not having more than 10 structured questions, or four or five areas in a semi-structured interview. We also suggest letting the questions flow, starting general and getting more specific, akin to focus groups.

Conducting and recording interviews

We suggest conducting interviews in pairs if possible. This is not only for risk and protection issues but also so that one can take notes while the other can ask the questions. It is worth going through rules about what to do if someone becomes abusive i.e. that people have the right to walk away but also on how far people will go in asking personal questions of the interviewer.

Recording the interview

In both unstructured and semi-structured interviews a method of recording the responses is required. This can be by digital recording or note taking (with the informed consent of the interviewee). In either case the interview process is a flexible one, with the emphasis on the answers given by the interviewee.

You should make sure that your interviewees have agreed to be interviewed. If they agree to be interviewed but decline to be recorded you can still go ahead with the interview, although your note taking would focus on writing down key points.

Transcribing the interview

Once you have completed your interviews you will have to transcribe your notes by copying what was said into a word-processed document. Transcribing can take a very long time – a ten-minute interview could take one hour or more to transcribe, depending on how quickly you can type, how fast the interviewee speaks and how clear the recording is.

Analysing interviews

Once you have transcribed your interviews you may have a lot of data. Some of it won't be useful, perhaps because the interviewee didn't keep to the subject or gave background information which is not needed.

Of the relevant information, you could pick out key points and quotes to illustrate your points. You could also code the information – essentially you could turn a qualitative interview into quantitative data. You would do this by identifying passages of text and applying labels to them to show that they are an example of a theme. For example, if you asked 20 people how they travelled to work and one of the answers given was 'by car' this would be one thematic code. 'By bike' could be another, as could 'walking', etc.

You could perhaps code car as '1' and 'bike' as '2' etc, and then add and analyse the data in a spreadsheet, thus giving you the chance to generate charts and graphs to better illustrate your answers.

You could also use a qualitative research tool such as NVivo, a program that helps you to classify your data using codes. Alternatively, if you had a small sample you could simply create a table on a piece of paper listing how many people said 'car' and how many said 'bike'.

Section 5:

Resources

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5.1 Good governance in prisoner involvement checklist

Features of good governance to support effective Prisoner Involvement

1. Is there a senior management lead role responsible for involvement?
2. Does the prison have a plan/strategy for developing prisoner involvement with the support of SMT?
3. Is there a forum or group focused on prisoner involvement?
4. Is there a multi-agency approach in place – i.e. are relevant departments (including voluntary sector partners) involved in the group/strategy or at least aware of it?
 - a. Think to include: safer custody, heads of residence, equality, foreign nationals, catering, older/younger prisoners, health, education, resettlement, offender management, charities including families, drug/alcohol services, commissioners, local authority, IMB
 - b. Consider terms of reference for a group
5. Is there board or executive level representation for each department or agency?
6. Where possible, contributions to the work of prisoner involvement should form part of appraisals or be otherwise recorded as part of individuals' job specs
7. Named individuals have responsibility for delivering the strategy and lines of performance monitoring and reporting are clear.

5.2 Terms of reference: prisoner involvement group example

Function	The Prisoner Involvement Group is established on behalf of the Governor to provide an arena where prisoner involvement activities are coordinated, supported and developed.
Duties	<p>To review the prisoner involvement activities – including methods, feedback and impact</p> <p>To ensure that an action plan is developed and is appropriately supported by SMT members</p> <p>To ensure that appropriate plans are developed for each stream of work and that effective reporting arrangements to track progress are in place</p> <p>To resolve any blockages/problems or agree to refer any issues that cannot be resolved to another arena (and track resolution)</p> <p>To ensure that communication arrangements are in place – both in relation to staff and prisoners</p> <p>To advise on communication arrangements and messages regarding external audiences/other agencies</p> <p>To monitor progress in accordance with the plan and report on implementation and impact to SMT and other relevant stakeholders</p> <p>To receive progress reports from work stream leads and any working groups that are established to respond to specific time limited action points</p> <p>To modify action plans if appropriate</p> <p>To facilitate the flow of required information from individuals and organisations – for the purposes of action delivery tracking, co-ordination of work streams, data/information collection and evaluation</p> <p>To develop opportunities to mainstream the outcomes from prisoner involvement activity</p> <p>To ensure that outcomes are captured and shared i.e. 'You Said, We Did'</p> <p>To keep up to date and link with any opportunities/other initiatives that are relevant to this project</p> <p>To ensure that risks arising as a result of prisoner involvement activity are identified and reported for inclusion by the relevant risk owner (SMT member) within the establishment risk register</p> <p>To act as a support group to all those who are contributing to the work</p> <p>To capture and disseminate the learning emerging from the project</p> <p>To promote the continuity of prisoner involvement both in terms of operational processes and in relation to individual prisoners and staff</p>
Level of authority	Implementation
Reports received	Regular verbal reports will be received from the nominated leads of the work streams, any dedicated working groups and any other relevant reports from the prison or contributing agencies
Links to other groups or committees	<p>SMT</p> <p>Equality Committee</p> <p>Positive Community Meeting</p>

Status	Established initially for 12 months – to be reviewed May 2013
Frequency of meetings	Monthly
Chair	Functional Head – tbc
Terms of reference endorsed by	Governor
Membership of core group	<p>Titles of roles to be added here:</p> <p>Head of Reducing Re-offending</p> <p>Head of Corporate Services</p> <p>Head of Res and Safety</p> <p>Head of Res and Services</p> <p>Custodial Manager – Safety</p> <p>Custodial Manager – Residential</p> <p>Custodial Manager – Resettlement and Activities</p> <p>Other colleagues will be invited to join the group as dictated by the agenda i.e. IMB</p>
Attendance	Core members or their nominated absence cover representatives should be in attendance at each meeting. Nominated representatives are:
Standing agenda items	<p>To include:</p> <p>Progress reports on work streams and action plans</p> <p>Risk management</p> <p>Communication</p> <p>Impact – to include 'You Said, We Did'</p> <p>Feedback from Joint Working Group</p>

5.3 Communicating your involvement project checklist

	Activity	Lead	Target date
1	Identify who is taking the lead role regarding prisoner involvement communications work stream		
2	Identify and make contact with the SMT lead for communications internally and externally		
3	Read any existing communications strategy or plan for the prison to be clear about what should already be in place		
4	Consider which groups need to be communicated with regarding this agenda – for example: SMT Wing officers Personal officers Education staff Health care All other prison staff Prisoner reps All other prisoners Support agencies i.e. NACRO, Age UK Regulatory agencies Agencies within the local system i.e. health, Probation, Social Services		
5	Identify the level of engagement that you require from each of the above groups – three levels: Awareness Support/understanding Action Awareness – people need to know that it is happening Support/understanding – people need to understand what prisoner involvement is about and to support it in their day to day work (and equally not do things that prohibit it) Action – people need to take action in order to deliver effective prisoner involvement		

	Activity	Lead	Target date
6	Consider, identify, and seek agreement to the most appropriate communication methods (including feedback loops) for each of the three levels identified above – could include: News bulletins Noticeboards Notes of meetings Focus Groups Inclusion as an item within routine meetings Inclusion in routine communication routes already established Other media Include in staff induction and training etc.		
7	Develop plan to deliver and monitor the impact of communications over the next twelve months		
8	Provide feedback to the SMT lead and inform development of wider prison communications plans		

5.5 ‘You Said, We Did’ document example HMP Norwich June 2013

General: You said	We did
Would like outdoor gym equipment	Installed outdoor gym equipment
Chips are cold!	Arranged rotation of chips and installed new fryers on landings so chips are hot and fresh!
Visitor centre needs refurbishment	Refurbished visitor centre
Pasties are rubbish!	Set up in-house bakery providing homemade pasties and pies
We need more help with employment	Introduced JobClub and Virtual Campus <i>“I found VC very advantageous in helping create a CV and the necessary covering letters along with searching for jobs being advertised.”</i> HMP Norwich Offender
We need more help with resettlement	Introduced drop-in surgeries for agencies at Britannia House
IEP system not transparent	Consulted with prisoners on the IEP system, including provisions for basic and enhanced. Incorporated your suggestions into the new IEP guidance and presented it at meetings with prisoners
Can we have PIN phones in the VTC	Installed PIN phones in VTC
We need earlier information about housing and resettlement (June 2013)	Move On East and Nacro starting new drop-in inductions on LDU (July 2013)
Health & Prisoners with disabilities: You said	We did
Takes too long to see the dentist!	A triage of the waiting list, and reduced it by half by prioritising medical need over cosmetic need
Should have wing meetings in Healthcare (Sept 12)	Wing meetings began in healthcare (Dec 2012)
Disabled prisoners need extra blankets and hand rails	Provided
Prisoner disability reps should have First Aid training	Provided
Green cell flaps and ID cards	Provided

Older prisoners: You said	We did
Would like our own wing	E wing dedicated to older prisoners
Gym sessions aren't appropriate	Older prisoners gym sessions
Difficult standing around waiting in areas	Seating areas introduced
Can't use top bunks	Prisoners' mobility taken into consideration when allocating cells
Would like more activities	Introduced bowls, bingo, arts, reminiscence library, Cognitive Stimulation Therapy
Need more help with resettlement	Arranged specific pre-release advice services and post-release support from Age UK
Would like a group meeting	Arranged 'quiet time' sessions with Age UK
Prisoners with mental health needs: You said	We did
Would like a forum to meet together for emotional support	Introduced monthly Health & Wellbeing Forum run by Norfolk LINK
Staff and Prisoner Reps need training in mental health	MIND Provided training for Reps and Staff
Library: You said	We did
A wing needs a library	Installed A wing library
Need more foreign language books	Provided new foreign language stock (May 2012)

5.6 Staff questionnaire to gather their views on prisoner involvement template

Questionnaire for staff:

What does service user or prisoner involvement mean to you?

.....
.....
.....

What are the advantages of service user involvement? (tick as many as apply)

- Creating better relationships between prisoners and staff
- Saving staff members time from explaining certain procedures
- Creating a better sense of cooperation and harmony in the prison
- Helping prisoners to develop personally
- Helping to cut complaints
- Helping the prison become more efficient
- Helping the prison be prisoner focused
- No or few advantages (please explain your answer)

Other (please state)

.....
.....

What are the disadvantages of prisoners contributing their views?

Do you feel HMP encourages prisoners to have a say about the issues that affect them
YES/NO

How?

.....
.....
.....

Are you aware of the Prisoner Representatives? YES/NO

If not, how do you think staff could be better made aware of this?

.....

.....

.....

What do you think the Prisoner Reps are supposed to achieve?

.....

.....

.....

Do you think the Prisoner Reps achieve those aims? YES/NO (please explain your answer)

.....

.....

.....

Have you benefited from Prisoner Reps i.e. have they made your job easier?

.....

.....

.....

Do you think Prisoner Reps have benefited the Prisoners?

.....

.....

.....

Have you encouraged prisoners to speak to their Prisoner Rep? YES/NO

Why/Why not?

.....

.....

.....

What improvements do you think are needed to the Prisoner Rep system?

.....

.....

.....

What areas of prison business do you think prisoners could have a greater say and influence in?

.....

.....

.....

What areas of prison business do you think they can't or shouldn't have a greater influence and say in?

.....

.....

.....

How have you found the Prisoner Reps in terms of how they conduct themselves in their role?

(Please rate on scale 1 – 5, 1 = strongly agree, 5 = strongly disagree)

Professional and respectful	1	2	3	4	5
Organised and informed	1	2	3	4	5
Cooperative and understanding	1	2	3	4	5
Effect real change in the prison	1	2	3	4	5
Sensitive to needs of staff and prisoners	1	2	3	4	5
Have the right amount of influence with senior staff	1	2	3	4	5
Do not contradict or undermine prison staff	1	2	3	4	5
Sensitive to cultural difference and needs around religion, ethnicity, sexuality (& other “protected characteristics”) etc	1	2	3	4	5

Comments

.....

.....

.....

.....

.....

Please use this space for any other comments on prisoner involvement

.....

.....

.....

.....

.....

Thank you for filling out this questionnaire

5.7 Prisoner questionnaire to gather their views on the prisoner involvement systems (for general prison population not reps) template



Your views on Prisoner Representatives:

Do you know who the Prisoner Reps for your wing are? YES/NO

What do you think Prisoner Reps are supposed to do?

.....
.....
.....

How did you hear about Prisoner Reps?

- Staff Prisoner Rep themselves Other prisoners Poster

Other (please state)

.....

Have you ever approached your Prisoner Rep for any advice or to raise any issues? YES/NO

If 'yes', what type of advice did you need, or what was the issue you raised with them?

.....
.....
.....

What was the result?

.....
.....
.....

Were you happy with the result? If yes, why and if not, why not?

.....

.....

.....

Have you ever recommended a fellow prisoner speak to their Prisoner Rep? YES/NO
If yes, what about?

.....

.....

.....

If no, would you do so in the future? YES/NO
If not, why not?

.....

.....

.....

Have you considered becoming a Prisoner Rep? YES/NO
Why / why not?

- | | |
|--|--|
| <input type="checkbox"/> Not interested | <input type="checkbox"/> No, nearing end of my sentence |
| <input type="checkbox"/> Not sure how to | <input type="checkbox"/> No, already involved in other things/lack of time |
| <input type="checkbox"/> Yes, I'm on the waiting list | <input type="checkbox"/> Yes but my application was turned down |
| <input type="checkbox"/> Yes I was one, but I don't do it any more | |

What would make you more willing or able to join?

.....

.....

.....

Are there other ways you'd like to get involved or have your say about prison life?

.....

.....

.....

Have you ever attended a wing meeting, Forum meeting or other meeting of prisoners and staff? **YES/NO**
If yes, please tell us what it was and how you found it

.....

.....

.....

Are you aware of anything that changed as a result of the meeting you attended?

.....

.....

.....

Please use this space if you have any other comments about Prisoner Reps or service user involvement at

.....

.....

.....

Thanks for completing this feedback form

5.8 Prisoner questionnaire to gather their views on the prisoner involvement systems (for prisoner reps) template



Your views as a Prisoner Rep:

Why did you choose to become a Prisoner Rep?

.....

.....

.....

How would you describe the role of a Prisoner Rep?

.....

.....

.....

How long have you been a Prisoner Rep?

- Less than 3 months 3–6 months 6–12 months More than 12 months

How did you become a Prisoner Rep – i.e. what was the process?

.....

.....

.....

Do you hold any other responsibilities in the prison?

.....

.....

.....

What is the best thing about being a Prisoner Rep?

.....

.....

.....

Are there any negatives to being a Prisoner Rep?

.....

.....

.....

What do you feel are the personal qualities required to be a Prisoner Rep? (for example good communication skills, being easily approachable by other prisoners etc)

.....

.....

.....

What training have you received to be a Prisoner Rep?

.....

.....

.....

Do you feel you need any further training in order to fulfil your position? YES/NO

If so please tell us the kinds of training you feel would improve your ability to carry out your role as a Prisoner Rep

.....

.....

.....

Would you recommend becoming a Prisoner Rep to other prisoners? YES/NO

If 'YES' please tell us why

.....

.....

.....

If 'NO' please tell us why

.....

.....

.....

During a typical week how much time do you dedicate to your Prisoner Rep duties?

.....

.....

.....

What would make it easier for you to do your job as a Prisoner Rep?

.....

.....

.....

Are there any changes you would like to see in how wing meetings are conducted?

- No, they are good as they are
- Yes, more prisoners to attend
- Yes, more or different prison staff to attend
- Yes, other people to attend (if so whom?)
- Other changes e.g. regularity of meetings – more/less often please detail:

.....

Feedback

How do you get feedback about actions taken (or not taken) as a result of wing meetings?

.....
.....
.....

How and how often do you get feedback about your performance as a Prisoner Rep?

.....
.....
.....

What other activities would you like to be able to undertake as a Prisoner Rep?

.....
.....
.....

Can you think of any other ways that prisoners could have their say or contribute to planning or delivery of services?

.....
.....
.....

Please use this space for any additional comments about the Prisoner Reps scheme or service user involvement in general

.....
.....
.....

Thank you very much

5.9 Action plan template



	Recommendation	Accepted/ Rejected	Action planned	Function responsible	Target date	Progress
1						
2						
3						
4						
5						
6						
7						
8						
9						
10						



5.10 Terms of reference for staff/prisoner Joint Working Group

Purpose/Role

The group is made up of staff and prisoners from different areas of the main site. Its purpose is to implement recommendations and practical ideas to improve Prisoner Involvement at HMP Norwich.

It is established with the consent and support of HMP Norwich Prisoner Involvement Project Group, convened by the Governor and Revolving Doors Agency.

The Joint Working Group is supported in its day to day operations by the Governor. The group and its aims have the full support of the Governing Governor.

The Joint Working Group was established on 29 May 2013.

Membership

The Joint Working Group will comprise:

- Staff
- Prisoners
- Prisoner Reps.

It will be jointly chaired by Custodial Manager and the Senior Service User Involvement Officer at Revolving Doors.

Membership will be fixed after the first meeting and will last the duration of the working group – expected to be two months (until end of July 13) and span 4 meetings. Other people can be invited with the joint agreement of the group.

Accountability

The Joint Working Group will be accountable to:

The staff and prisoners who gave their time to consult with Revolving Doors and put forward the ideas that form the recommendations of improvements to Prisoner Involvement.

Two Governors who are very supportive of the group and want to see the project succeed.

Staff and prisoners more widely who put effort into making HMP Norwich a good place to live and work.

Working methods

The Joint Working Group will meet regularly (every 2 weeks) to agree actions derived from the research and recommendations to improve Prisoner Involvement conducted by Revolving Doors Agency. Meetings will task individuals with actions to carry out between meetings. Notes will be taken of each meeting and a record of actions will follow through meetings.

The group will meet at least 4 times. These meetings will be convened by the CM and jointly chaired.

Meeting papers and minutes will be circulated by the CM to all members.

Topics for discussion are set as being practical recommendations to improve Prisoner Involvement. Topics are agreed by the Governor and actions are supported by staff present at the meetings.

Confidentiality & Information sharing

The group will maintain confidentiality of people raising issues at the meetings, unless there is concern of risk of harm to the individual or others.

The group may have access to information to support the achievement of its aims; this is a privilege of being part of the Joint Working Group, and information should not be shared outside the group without express permission. Any questions or concerns please contact the CM or Revolving Doors.

Terms of Reference Agreed: 13 June

5.11 Prisoner representative role description template

Representation

As Prisoner Representative your role is to be the spokesperson for prisoners on your wing and to communicate issues on their behalf to staff.

Communication and Feedback

Equally it is your role to feed back to prisoners the outcomes of wing meetings and wider Forum meetings.

Point of contact/information for prisoners

Prisoners should be able to come to you for information about things like regime, facilities, applications, procedures, kit, canteen, etc. You should be well informed and knowledgeable about prison life, but do not give advice that you're not sure about, it's always better to ask.

Attendance at meetings

Prisoner Reps are required to hold drop-in sessions for prisoners once a week to gather views and issues from prisoners to take to the [fortnightly] Wing meetings. You must attend these meetings, and represent the views of prisoners, wherever possible, respecting their anonymity.

You will also be required to attend Prison-wide Prisoner Reps meetings [once a month] with the Governor. These meetings are to deal with issues beyond the remit of your Wing meetings and may be used as a consultative forum by staff to discuss new policies or prison-wide issues.

Promoting equality, violence & self-harm reduction, anti-bullying policies

You should be familiar with these policies and prepared to raise awareness and identify issues that go against these policies. You should be on the look-out for any issues of safety, wellbeing or bullying affecting prisoners and be prepared to raise these with staff as soon as possible. You should also be aware of the needs of

foreign national and disabled prisoners, and be proactive in raising any issues affecting people to staff as soon as possible.

Additional helping roles

You may be required to provide induction support and information to new prisoners, or new arrivals to your wing. You may also be called upon to help prisoners with reading or writing and you can signpost people to other services such as Toe By Toe, Listeners etc.

Prisoner Reps should:

- Be positive role models for other prisoners
- Be good communicators
- Be willing to raise difficult issues on behalf of others
- Be willing and able to give feedback on all issues raised
- Be impartial and not have any prejudices regarding people's ethnicity, sexuality, age, gender, religion, nationality or offence and be able to represent all prisoners equally and fairly
- Comply with PSOs on equality.

Prisoner Reps should not:

- Bring their own personal issues to meetings or use their role to advance personal issues
- Abuse their position in any way
- Bring the role of Prisoner Rep into disrepute – by for example breaking prison rules or contravening any of the policies you are responsible for promoting.

Support

- HMP { } undertakes to provide you with support and training where possible to fulfil your role
- We promise not to take action against you for raising any issue in the course of your role as Rep
- We will act on prisoners' concerns and requests where possible, and will give clear reasons why we cannot do things we cannot do
- You can go to {named person} for support and advice on your role as Rep
- Staff will give you feedback every [6 months] on your performance as a Rep.

5.12 Wing and prison wide meeting checklist

Meetings Checklist

Staffing

- Is the group staffed by an officer or governor who is respected by both staff and prisoners?
- Does the staff member have the requisite authority to deal with e.g. wing specific issues or prison-wide issues?
Remember authority can be delegated to enable effective staffing.
- Are staff trained and do they understand the purpose, the benefits and the risks involved in prisoner involvement?
- Are staff able to discuss issues arising from leading prisoner involvement in their supervisions?

Attendees

- Are all prisoners free to attend?
- If not, can they attend as guests?
- Which other members of staff need to attend a) regularly and b) occasionally – for example, catering, security, visits, canteen and how are they invited?

Agenda items

- Have you arranged your agenda items
- Can agenda items be added – in advance or tabled?
- Any other business?

Decision making and referring on

- What are the limits of authority on the group and how can they raise issues further?
- How will decisions be reported?
- How will actions be logged?

5.13 HMP Holloway Case Study: tackling a complex issue

Case study

HMP Holloway

Involving prisoners is an effective way to address complex problems facing the prison. HMP Holloway wanted to increase levels of disclosure relating to domestic violence and sex working, in order to ensure women received the help and support they needed on these issues. Revolving Doors worked with staff and prisoners to address this issue.

Step 1: Get people on board

The project team was led by the Head of Reducing Reoffending and had the backing of the Governor. Key prison staff members were identified, including wing and resettlement staff and providers of relevant support services such as housing, chaplaincy, benefits advice etc. A number of 1:1 and small group meetings were held with these individuals with the aim of introducing the project and securing their buy-in. Key prisoners were identified, such as Women's Council representatives, Listeners and Peer Supporters and a number of 1:1 and small group meetings were held. It was agreed by this group that a series of discussion sessions should be held in resettlement that would be open to all women to attend. A poster was designed and displayed around the prison accordingly.

Step 2: Review and plan

At this point a brief risk assessment of the prison's capacity and capability to manage potential repercussions of enhanced disclosure was conducted. It was considered by those consulted that sufficient capacity existed to support women who disclose, provided by specialist agencies in Holloway. Over a period of 6-8 weeks, approximately 75 women were consulted, mainly via the resettlement discussion groups but also in 1:1 interviews. They were asked for their views

on the issue of disclosure, including why fewer women disclose about domestic violence and sex working than are affected by them and what could be done to increase levels of disclosure about these issues. Approximately 25 members of staff across the prison were asked about the same issues. Findings at this stage were also presented at the Women's Council meeting.

The feedback stage included a number of initial recommendations, some of which required immediate action to be taken, for example, re-wording the disclosure questions in the Short Term Custody Plan. A small working group, comprising two Women's Council members, four women who had volunteered during the consultation phase and one Peer Supporter, was convened to take this forward. Members of this group met on three occasions and undertook some additional review tasks individually between meetings. The Head of Reducing Re-offending and the Resettlement Manager were present at the third meeting, allowing for final draft recommendations to be agreed collectively.

Issues and themes

As a result of the consultation phase described above, a number of issues and themes emerged which, following further consultation, went on to form the basis of recommendations for future work and ultimately the agreed action plans. Those themes are described below, the first 6 relate mainly to issues regarding disclosure and the final two are more general points:

Continued over...

Case study

Disclosure: While it was widely accepted by all those consulted that fewer women disclose about domestic violence and sex working than are affected by those issues, lack of disclosure is not the only problem. As important is the fact that when women do disclose, very few want or seek support around these issues and in fact most actively reject support if it is offered. Women tend to more readily disclose about these issues to external service providers than to prison officers but still generally are not doing so in order to access support.

Confidentiality/trust: Women reported having little confidence in existing, and supposedly confidential, supportive mechanisms such as Listeners and Peer Supporters. This seemed partly to be due to a lack of willingness to share their problems with other prisoners, no matter what their role and partly due to a lack of confidence in the selection process for these roles.

Stigma/shame: Unsurprisingly, women considered there to be stigma attached to issues of domestic violence and sex working and felt ashamed to admit these as problems for them. A number of women suggested that they would not disclose about domestic violence for example, for fear of it adversely affecting their custody of their children.

Relationship building: Staff and women alike accepted that due to the sensitivity of these issues, women are unlikely to disclose about them unless they have built up some degree of trust in the system and in the person asking the questions. The fact that these questions are put to them within the first few days in Holloway was itself seen as a barrier to disclosure.

Training: Linked to the relationship point above, the ability of some staff to relate sensitively to women about these and other sensitive issues was questioned. Both women and staff described some officers as appearing to have a good rapport with women, being able to raise difficult issues in a relatively sensitive and often conversational way. Whereas others tend to ask

sensitive questions in a perfunctory manner or in a way that lacks clarity, which tend not to nurture trust or encourage disclosure. While some differences in style are inevitable, women and staff felt that work could be done to achieve a more standardised and sensitive approach to asking difficult questions.

Staff awareness of issues: Also linked to points 5 and 6 was the concern, largely from staff, that they themselves do not have sufficient awareness of these issues and how to deal with them should they arise. The fear raised by one senior level member staff was that many officers are unaware of the correct procedure to follow if concerns are raised about domestic violence, for example requesting a Multi Agency Risk Assessment Conference. In addition to this, concerns were raised about the lack of even a basic level of awareness of the services that are currently on offer in Holloway. Without this knowledge, even signposting or simple advice and guidance are unlikely to be offered to women.

Recommendations

In response to the issues identified and as outlined above, a number of recommendations were made. These have been developed further in collaboration with the project working group and have subsequently been presented to key staff at Holloway. The overarching recommendations are set out below and are further broken down in the action plans that follow in the final section of this report.

- The questions relating to domestic violence and sex working in the Short term Custody Plan should be reviewed and re-written

Continued over...

Case study

- All women who disclose about an issue relating to domestic violence or sex working should be automatically referred on to the relevant support agency by the member of staff to whom they disclose. This might be an Induction officer or other member of staff directly employed by the prison but could also be a member of staff from an external agency such as housing or benefits. Women will be at liberty to refuse to attend the appointment once it is issued, but might, by that point, be willing to speak with someone about their issues
- All women should be re-interviewed by either an Induction officer or their Personal Officer, using the Short Term Custody Plan questionnaire approximately two weeks after their initial induction interview. This will provide a second opportunity for women to disclose and will to some extent address the problems that surround being interviewed so soon after arrival when there is a lot of information to process
- Efforts should be made to improve women's confidence in the supportive role that staff can provide. Personal officers could consider using the Short Term Custody Plan as a way of structuring their meetings with the women for whom they are responsible. Being up

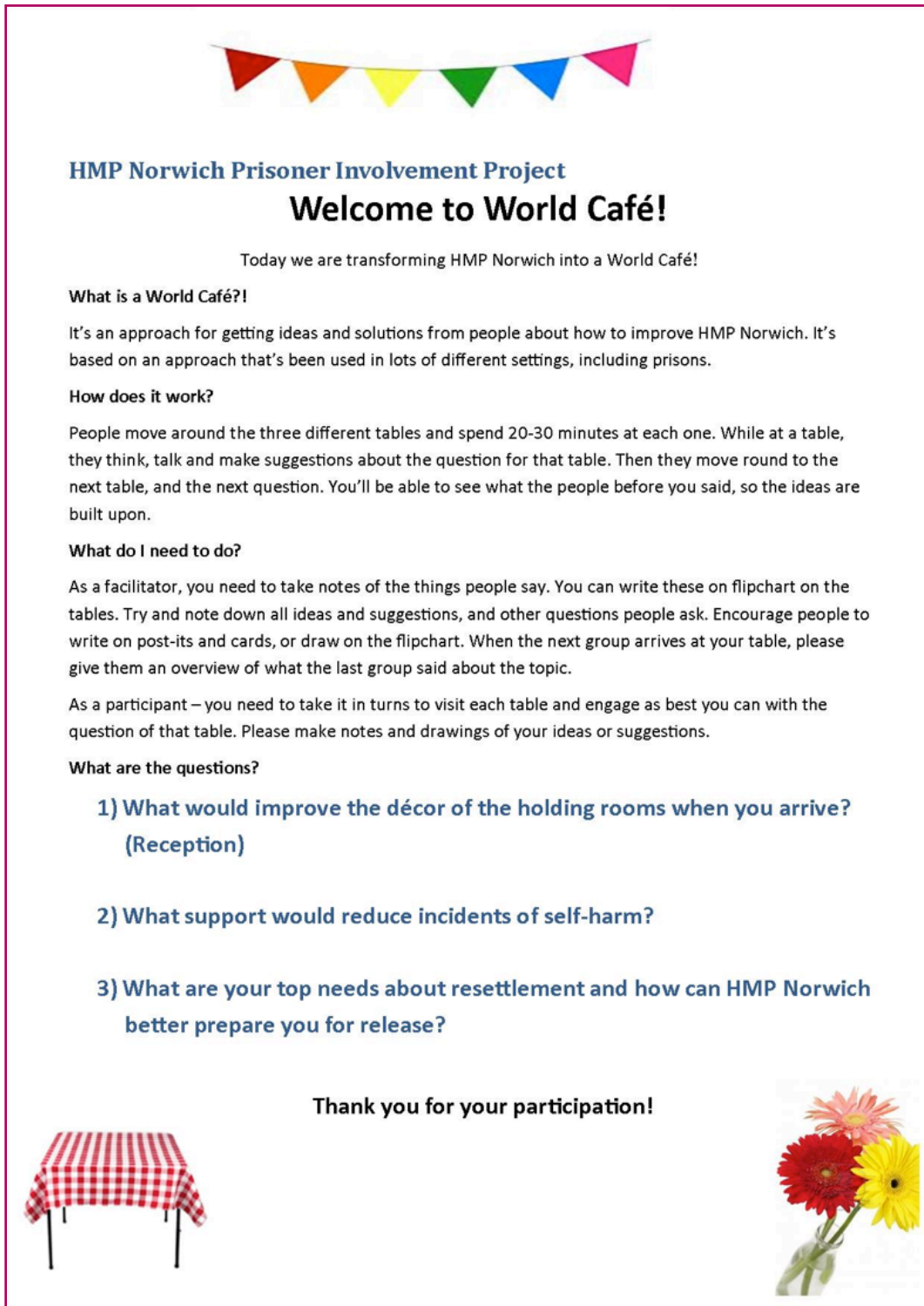
front about the purpose of asking sensitive questions, i.e. to obtain support for women rather than to use against them, might alleviate some fears

- In order to effectively address issues relating to domestic violence and sex working, women need to build a longer term, therapeutic relationship with providers of specialist services. Better, stronger and more overt relationships with the agencies offering this support should be fostered by resettlement and other staff
- Promoting among all staff, including external service providers, the importance of signposting women to the relevant specialist support services in cases of disclosure is key. For this to be possible, all staff need a far greater awareness of the range of support on offer to women, largely delivered by external agencies. All staff should familiarise themselves with the 'Services on offer' booklet produced by Resettlement for Induction.

Step 3: Embed into prison

These recommendations formed the basis of an action plan led by the Head of Reducing Reoffending which has now been implemented within HMP Holloway.

5.15 World café sample leaflet



HMP Norwich Prisoner Involvement Project
Welcome to World Café!

Today we are transforming HMP Norwich into a World Café!

What is a World Café?!

It's an approach for getting ideas and solutions from people about how to improve HMP Norwich. It's based on an approach that's been used in lots of different settings, including prisons.

How does it work?

People move around the three different tables and spend 20-30 minutes at each one. While at a table, they think, talk and make suggestions about the question for that table. Then they move round to the next table, and the next question. You'll be able to see what the people before you said, so the ideas are built upon.

What do I need to do?



As a facilitator, you need to take notes of the things people say. You can write these on flipchart on the tables. Try and note down all ideas and suggestions, and other questions people ask. Encourage people to write on post-its and cards, or draw on the flipchart. When the next group arrives at your table, please give them an overview of what the last group said about the topic.

As a participant – you need to take it in turns to visit each table and engage as best you can with the question of that table. Please make notes and drawings of your ideas or suggestions.

What are the questions?

- 1) **What would improve the décor of the holding rooms when you arrive?
(Reception)**
- 2) **What support would reduce incidents of self-harm?**
- 3) **What are your top needs about resettlement and how can HMP Norwich better prepare you for release?**

Thank you for your participation!

Section 6:

Further information and support

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6.2 Publications	58



6.1 Organisations

The Revolving Doors Agency

Revolving Doors is a charity working across England to change systems and improve services for people with multiple problems, including poor mental health, who are in contact with the criminal justice system.

<http://www.revolving-doors.org.uk/home/>

Prison Reform Trust

The prison reform trust is an independent charity that works to create a just, humane and effective penal system.

<http://www.prisonreformtrust.org.uk/>

Clinks

Clinks supports, represents and campaigns for the voluntary sector working with offenders. Clinks aims to ensure the sector and all those with whom they work, are informed and engaged in order to transform the lives of offenders.

<http://www.clinks.org/>

User Voice

UserVoice's mission is to engage those who have experience of the criminal justice system in bringing about its reform and to reduce offending. UserVoice is a charity led and delivered by ex-offenders.

<http://www.uservoice.org/>

6.2 Publications

Service user involvement: A review of service user involvement in prisons and probation trusts (Clinks, 2011)

The Clinks review (commissioned by NOMS) investigated the extent and nature of service user involvement in prisons and probation trusts in England and Wales. The report is available [here](#).

Best practice examples are available [here](#).

Service user involvement: A volunteering and mentoring guide (Revolving Doors and Clinks, 2010)

This guide provides an in-depth introduction to involving offenders and ex-offenders in voluntary and community organisations, statutory agencies and other groups. It includes examples of good practice, checklists and other resources.

The guide is available [here](#).

Time well spent: A practical guide to active citizenship and volunteering in prison (Prison Reform Trust, 2011)

This report builds on evidence from a survey of prisons across England and Wales and visits to active citizenship schemes. It profiles good practice and provides prison staff with practical guidelines about how to make active citizenship work, including how to manage any risks involved.

The report is available [here](#).

Debating for a change: Improving prison life through prison staff/working groups (Prison Reform Trust, 2011)

This report (commissioned by the Ministry of Justice) provides in-depth detail on the consultation method debating for a change/the matrix. During the project the authors completed 17 forums in Prisons in the South-East area.

The report is available [here](#).

The power inside: The role of prison councils (User Voice, 2010)

This report argues for a new model of prison councils. The report is based on piloted models user voice undertook with HMPs Albany, Parkhurst and Camp Hill.

The report is available [here](#).

Having their say: The work of prisoner councils (Prison Reform Trust, 2004)

This report provides an overview to how prison councils work, and provides recommendations for improvements on how prison councils could run. The report is based on research undertaken with 27 prisons.

The report is available [here](#).

Unlocking potential: Active citizenship and volunteering by prisoners (Joe Levenson and Finola Farrant, 2002)

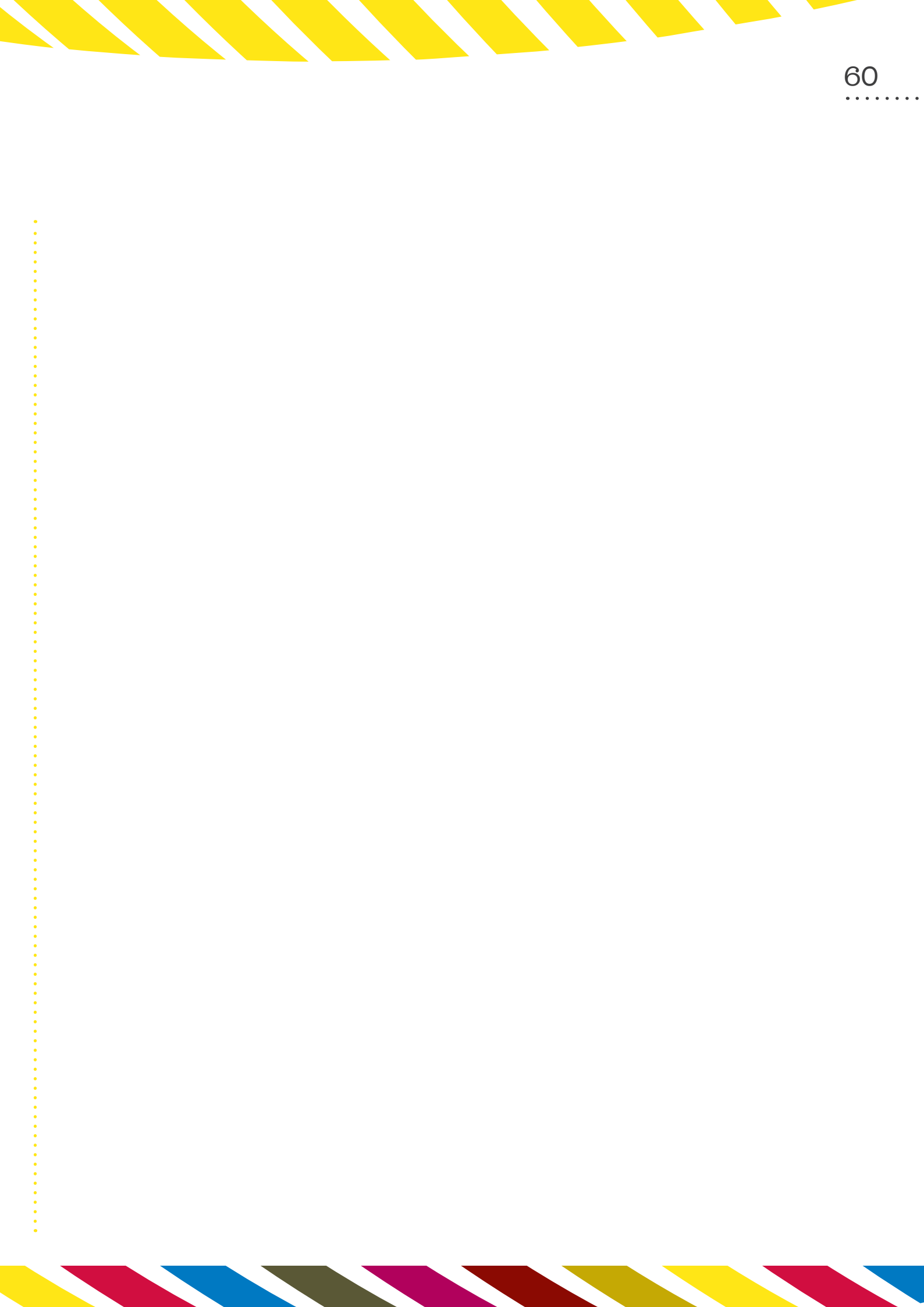
This report presents the findings of the first national study of voluntary work and active citizenship among prisoners.

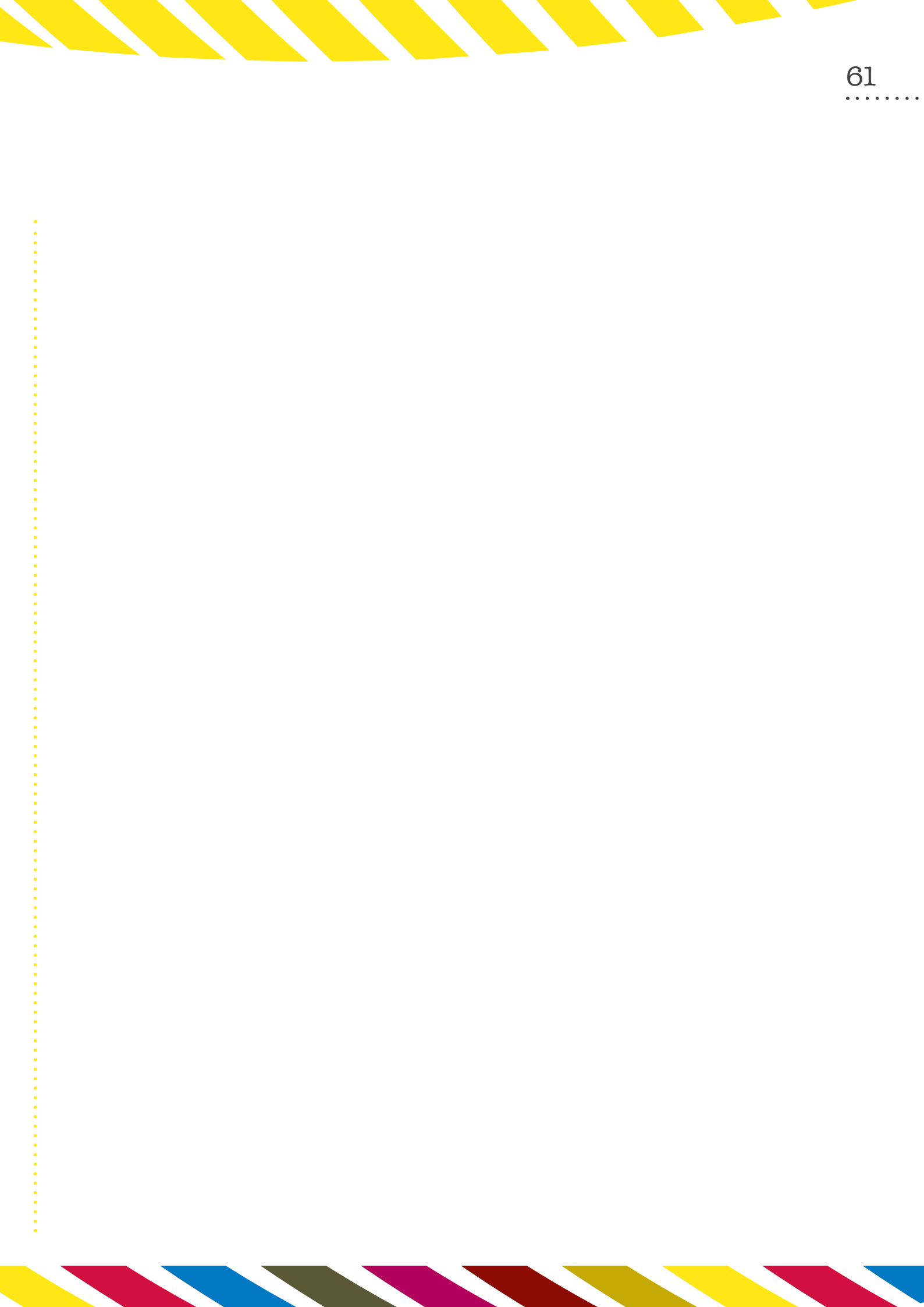
The report is available [here](#).

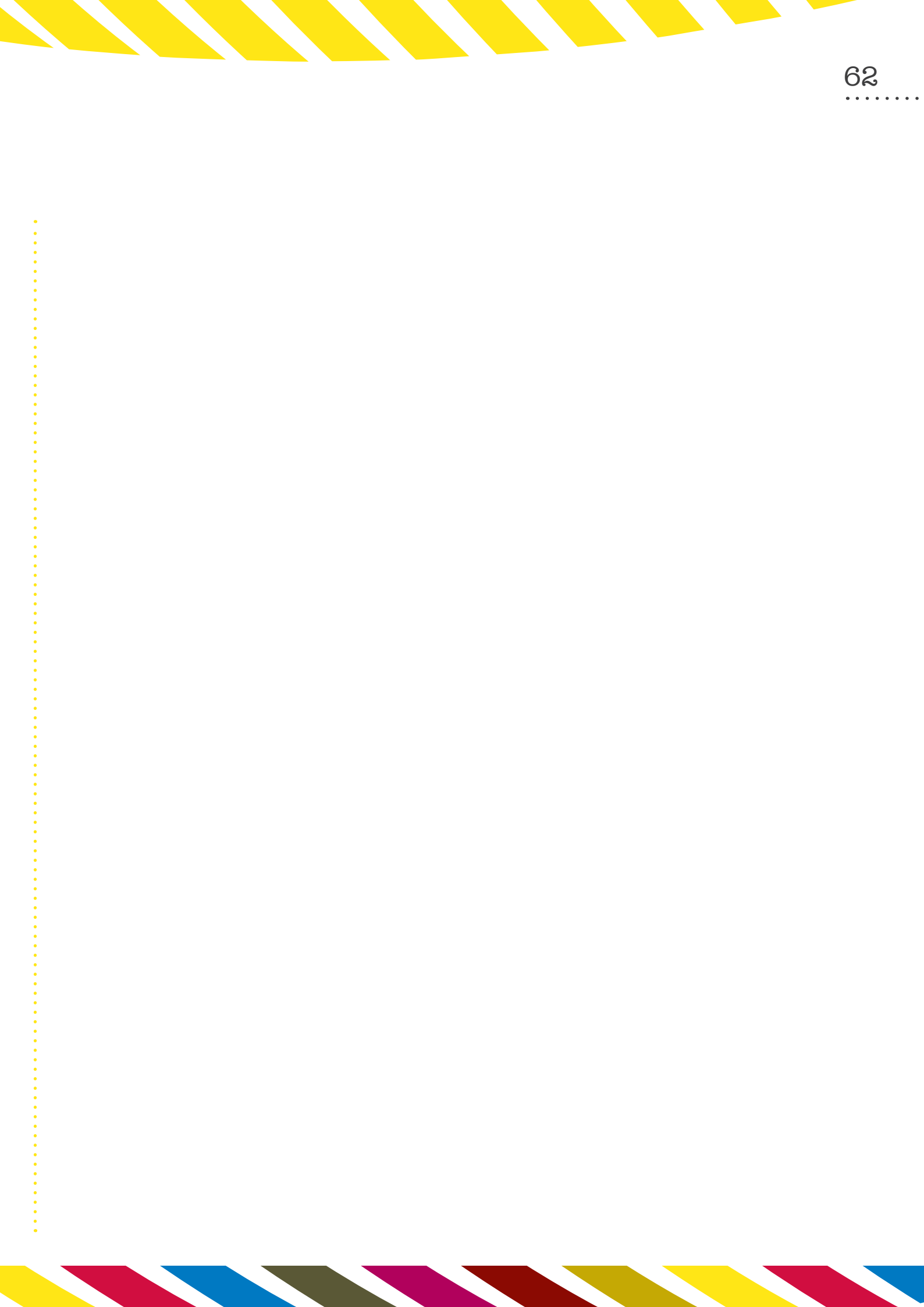
Clinks and Revolving Doors (2016) A guide to service user involvement and co-production. London: Clinks.

A structured and accessible introduction to involving people with lived experience of criminal justice in your work, including examples of good practice, checklists, top tips and signposting to further information and support.

The report is available [here](#).









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