



HM Prison &
Probation Service

Service User Involvement

A Toolkit to Support Excellence

“Service User involvement provides a pathway to societal integration, encouraging people to become stakeholders in a community beyond themselves whilst developing skills and opportunities to make a positive contribution with their lives.”

Vice Chair, Nacro Community Voice Council

Developed in partnership with:



Kent
Surrey
& Sussex
Community Rehabilitation Company



Seetec
JUSTICE

St Giles

Turning a past into a future



Supporting the **voluntary sector**
working in the **criminal justice system**

Nacro
WE CHANGE LIVES



Foreword



"Working collaboratively and breaking down barriers to deliver services with others is a cornerstone of our recently launched HMPPS Strategy. I am delighted to introduce this HMPPS Toolkit to support excellence in Service User Involvement and Engagement. Including service users in the development, delivery and evaluation of our services has many well-recognised benefits; in HMPPS we are committed to continually improving how we do this going forward."

Jo Farrar
CEO HMPPS



"The value of service user involvement in the design, development and delivery of services is well-documented. It can enhance the credibility, meaning and legitimacy of services, improve the quality and impact of interventions, and support desistance, recovery and social integration. As an academic and a practitioner, I have seen how working inclusively and collaboratively offers invaluable new perspectives, and builds greater trust and understanding to improve and enrich our work. This HMPPS Toolkit offers an excellent collection of ideas, support and practical help to involve service users in all we do."

Dr Beth Weaver
Senior Lecturer, University of Strathclyde

Introduction



"The HMPPS Service User Involvement (SUI) Standards of Excellence have been developed in collaboration with users themselves, as well as numerous colleagues across the system. This document provides brief commentary on each standard and relevant links to the online Toolkit to Support Excellence. There are 7 standards covering work in one-to-one settings, through to involving service users across the whole organisation, including those who are less likely to engage. The standards reflect the Recognised for Excellence model and draw on the UK Customer Service Excellence (CSE) standards. They also take account of the SUI expectations of the Probation and Prisons Inspectorates.

The online Toolkit, (on the MyLearning Platform) provides a wealth of check-lists, guides, templates, examples of good practice, and plenty of links to further support. These have been contributed, or sourced and curated by members of the HMPPS Service User Involvement Advisory Group (SUAG). Where possible, we have brought these materials more fully to life with videos and voice overs. The online Toolkit will be a continually growing collaboration, with regular updates and additions.

Huge thanks to all those who have and continue to, contribute with such enthusiasm and generosity. We hope you find it practical and helpful, as well as supportive and encouraging."

Ruth Walters
Chair, HMPPS Service User Involvement Advisory Group

Who is this Toolkit for?

This guide is for managers, staff, trustees and volunteers who want to develop how service users are part of the management, design, delivery and evaluation of their services.



Contents

Page 2

Foreword & Introduction

Page 3

Contents

Pages 4-5

Ensuring service users actively contribute to the planning and review of their progress

Pages 6-7

Securing service user feedback on which interventions most help, & how they could be improved at a wider level

Pages 8-10

Involving service users in key stages of service design, development and delivery

Pages 11-12

Toolkit Contributors: What does SUI mean to us?

How to access the online Toolkit

The online Toolkit is on myLearning



HMPPS directly employed staff

Access myLearning via the link at the top of the HMPPS (not MoJ) Intranet front page.

Please note: myLearning should be accessed via Firefox for Quantum users and for Probation staff on DOM1, via Internet Explorer 11 (IE11). Probation learners can also access via their start menu/applications and pin the site to their start menu.

- ⇒ Enter the username and password you created when you set up your account then click "Log In"
- ⇒ If you have not set up an account, and no longer have the set up email, your username is your SOP username/employee number e.g. nms1234 (use lower case). You will need to request a new password

HMPPS Partner organisations

If you are an employee of an approved MOJ partner organisation such as a CRC, or VCS Partner, type the following link into your browser:

<https://mydevelopment.org.uk> (Approval is very easy to arrange, just contact Emma Lavender:

emma.lavender@justice.gov.uk).

If you have previously used myLearning or our Justice Partner Academy site, you can log in by using your existing username and password. If not, select 'Create New Account' on the login page, and follow the instructions. **NB** If accessing via your work IT please check the url address has been whitelisted. If it hasn't, please ask your IT colleagues to whitelist it.



You can also access myLearning via your smart phone or tablet by typing the following url address into your browser:

<https://mydevelopment.org.uk>

Once logged into myLearning: From the home page select *Browse Catalogue* then navigate to and select **Service User Involvement and Engagement**.

Still having problems accessing myLearning?

Contact: training-services-delegate-management@sscl.gse.gov.uk

1. Ensuring service users actively contribute to the planning and review of their progress

1.1

All staff are skilled and competent in securing service user involvement in planning and reviewing their activities, sentence planning and wider rehabilitation activities.

... Staff training, development, and supervision methods explicitly include skills and experience needed to successfully involve service users in their sentence planning, review and rehabilitation.

Opportunities for service users to be directly involved in staff recruitment, training and development are actively explored, and realised.

First steps to success



- Identify a champion for this, perhaps in your Learning & Development team ?
- Assess current levels of staff knowledge and experience: What do people do well ? Where is more help needed ?
- Consider how areas of development can form part of current and future plans.

What do our service users say?

"If I can help probation officers learn from my experience then this will help them to do a better job. That's why I have volunteered for this"



What does success look like?

- Mandatory training and development opportunities are provided to all staff.
- Involving and engaging service users forms an explicit part of staff continuous professional development (i.e. supervisions, appraisals).

How can the Toolkit help?



Subcategory 4: HMPPS Standards of Excellence

⇒ Putting the Standards into Practice

Subcategory 5: Building your SUI Strategy

⇒ A Whole System Approach

Subcategory 6: Implementation

⇒ Training & Support for Staff



<https://mydevelopment.org.uk> For full instructions and log in details see page 3

Still having problems accessing myLearning? Contact: training-services-delegate-management@sscl.gse.gov.uk

1. Ensuring service users actively contribute to the planning and review of their progress

1.2 Service users have been actively involved in the development of their activities, sentence planning and wider rehabilitation activities.

... Case file notes, Keyworker notes and other records clearly identify where service user views have been sought, and fully taken into account, as part of the development of their sentence plan and subsequent reviews.

First steps to success



- What do written records tell you about how staff involve and engage service users in planning and reviewing their progress?
- Could notes and records capture this more clearly?
- Are there any gaps or inconsistencies, or examples of good practice which could be shared more widely?

What do our service users say?

"Involvement gives tangible opportunities for service users to showcase their skills and assist in their move on to an independent, crime free future"



What does success look like?

- Sources of evidence in notes and records are generated and reviewed consistently.
- Evidence reviews support ongoing improvements and developments.

How can the Toolkit help?



Subcategory 3: Benefits/Making Your Case

⇒ Benefits/Making Your Case

Subcategory 6: Implementation

⇒ Common Concerns and Challenges

⇒ Training and Support for Staff



<https://mydevelopment.org.uk> For full instructions and log in details see page 3

Still having problems accessing myLearning? Contact: training-services-delegate-management@sscl.gse.gov.uk

2.1

Robust methods for securing good insight into the needs of service users are in place and used regularly.

... Evidence of regular use of meaningful opportunities to gain service user insight, such as use of focus groups, one-to-one interviews, surveys, observations, service user journey mapping and other ways of collecting information about service users.

First steps to success



- Review current service user engagement activities. Are they providing enough insight into your services?
- Ask service users themselves what they think.
- What have others done?
- Use this Toolkit to help you try something new.

What do our service users say?

"It's nice to feel like people are listening to what I've got to say about probation. I wasn't sure when I was asked to be part of this group if what I had to say was important, but it is."



What does success look like?

- Consultation Groups, Forums & Peer-led planning and review work are common practice
- Service user feedback is used to inform a broad range of decisions made, and services offered.

How can the Toolkit help?



Subcategory 6: Implementation

- ⇒ Working One to One
- ⇒ Working in Groups
- ⇒ Incentives and Recognition



<https://mydevelopment.org.uk> For full instructions and log in details see page 3

Still having problems accessing myLearning? Contact: training-services-delegate-management@sscl.gse.gov.uk

2.2

Opportunities for service user input are provided to enable service users to influence which interventions work best for them and others.

...Case file notes, and other written records of work with service users, clearly identify where the views of service users have been sought regarding their own needs and the wider needs of others.

First steps to success



- Review how service users are currently involved in wider service reviews.
- Identify a champion who is well placed to support a more inclusive approach to service review and development.
- Consider when and how users can best contribute to reviews.

What do our service users say?

"I made a comment about changing the way we were allocated to activities. I didn't think they would listen, but they took my suggestion and now more people have a job and are getting qualifications for the out"

What does success look like?



- Service reviews have meaningful opportunities for service users to participate and contribute.
- Review outcomes always include the service user perspective.

How can the Toolkit help?



Subcategory 6: Implementation

- ⇒ Working One to One
- ⇒ Working in Groups
- ⇒ Training and Support for Service Users
- ⇒ Employing Service Users



<https://mydevelopment.org.uk> For full instructions and log in details see page 3

Still having problems accessing myLearning? Contact: training-services-delegate-management@sscl.gse.gov.uk

3. Involving service users in key stages of service design, development and delivery

3.1

There is clear evidence of the influence and impact of service user involvement on service design, development and delivery at a strategic / organisational level.

... There is evidence of service user impact and influence on strategic plans and organisational policies, in work to design and develop services, and activities to deliver and review services.

There is evidence of how services were changed and improved as a direct result of service user involvement and influence, along with evidence of how this is conveyed back to service users, for their further consideration.

First steps to success



- Identify one or more Champions in the Senior Leadership Team.
- Work with these Champions to identify an incremental approach to involving service users more fully in your key strategic documents and activities.
- Work with SMT to agree key milestones and achievements for this.

What do our service users say?



"Involvement gives users real world opportunities to showcase their skills, engage with the organisation and help them realise they are not only users of, but part of the organisation, while keeping them engaged and visible."

What does success look like?



- All key strategic documents and activities have effective ways in which service users contribute.
- High level decisions are clearly influenced by service users and this is reflected in strategic plans.

How can the Toolkit help?



Subcategory 6: Implementation

- ⇒ Risk Assessment and Governance
- ⇒ Including Service Users in Strategic Work
- ⇒ Developing a Communications Strategy
- ⇒ Inspectorate Perspectives



<https://mydevelopment.org.uk> For full instructions and log in details see page 3

Still having problems accessing myLearning? Contact: training-services-delegate-management@sscl.gse.gov.uk

3. Involving service users in key stages of service design, development and delivery

3.2

Opportunities for service users to assist with service review and development as well as opportunities to co-deliver services, are actively sought and realised where possible.

...Service users are demonstrably encouraged and supported to participate in service review and development work.

Opportunities are provided for service users to develop their confidence and skills in relation to engaging in consultation work, and participating in service development and delivery work.

Meaningful service development and delivery roles are sought and offered to service users, for example, peer support and mentoring work.

First steps to success



- Ask service users what opportunities they would most like to create.
- Consider together how to draw on the existing skills and attributes of services users.
- How can you link any suggestions to wider learning and development opportunities across the organisation?

What do our service users say?

"I want to help with the training because having had so much help myself from probation, I wanted to pass that on – to pay it back, if you get what I mean."



What does success look like?

- Service user and peer led roles are well developed and used for co-delivery of services.
- Service users are empowered and confident to actively progress a whole range of service user engagement and activities.

How can the Toolkit help?



Subcategory 5: Building your SUI Strategy

⇒ Key Considerations

Subcategory 6: Implementation

⇒ Practical Considerations

⇒ Training and Support for Service Users

⇒ Employing Service Users



<https://mydevelopment.org.uk> For full instructions and log in details see page 3

Still having problems accessing myLearning? Contact: training-services-delegate-management@sscl.gse.gov.uk

3. Involving service users in key stages of service design, development and delivery

3.3

A systematic effort is made to engage with a diversity of service users including those from specific and under represented groups, with evidence of a tailored response to their needs (consistent with the Equality Act 2010).

...Evidence of how a diversity of service users, including those from specific and under represented groups, have been encouraged to participate and engage.

Examples of how needs which were not being met have been identified and addressed, and changes made to promote and enable inclusion of all, with systems put in place to monitor.

First steps to success



- Can you use existing data to identify service users who are less engaged ?
- Take your time — maybe start with some exploratory peer-led conversations.
- Try to identify some key barriers & quick wins.
- Celebrate every achievement.

What do our service users say?

"I always hung back and kept to myself, but they really made the effort to involve me and now I'm enjoying being part of it, and having my say."

What does success look like?



- Service user involvement and engagement activities clearly include and if necessary, target under-represented service users.
- Data demonstrates increased engagement from groups which have previously been under represented.

How can the Toolkit help?



Subcategory 5: Building your SUI Strategy

⇒ Key Considerations

Subcategory 6: Implementation

⇒ Ethics and Equality

Subcategory 7: Evaluation

⇒ Methods



<https://mydevelopment.org.uk> For full instructions and log in details see page 3

Still having problems accessing myLearning? Contact: training-services-delegate-management@sscl.gse.gov.uk

Toolkit Contributors: What does SUI mean to us?

"Working with colleagues with an interest in justice and service user involvement has been enlightening, it has enhanced my knowledge and led to a deeper understanding of the significant benefits SUI brings. Interserve CRCs have shared their policy and practices and learnt a great deal about alternative approaches, all of which have contributed to the development of the Toolkit. Personally, this process has been inspirational and has reminded me of the reasons I wanted to be a probation officer – as I know that involving our service users ultimately helps make communities better places to live. Being in a position to influence the content of a Toolkit and represent the views of service users in its design, has been one of the most inspirational pieces of work I have contributed to in a long time." **John Quick, Head of Operations**



"We are delighted to have been involved in the working group putting together the Involvement Toolkit. It will be a fantastic and much needed platform for HMPPS staff, who will benefit from a structured set of resources and guidance, all in one place, to support Involvement activities from the most basic to the most advanced. For those who do not know where to start, it will be a perfect way to find some inspiration and choose some straightforward steps which have been road tested by others and found to make a real difference. For those further on, who are interested in genuine co-production and co-facilitation between staff and service users, the resources which have been provided by those with considerable expertise in this area, will make what can seem a complex undertaking, much easier to envisage and plan. We look forward to a culture of Involvement gaining strength in the agency as a result of this Toolkit, and to the positive impact we are sure this will have for those in our care."

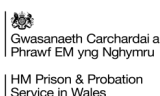
Ellen Dacre– Senior Project Manager, Debra Jeffrey– Workforce Development Involvement- Offender Personality Disorder Programme



"Involving service users is key to the difference we can make in the lives of people involved in the criminal justice system. Through service user involvement, voluntary organisations working in the criminal justice system can ensure that their services and activities are of the highest quality and standard, determined and measured by the people they aim to serve. Clinks encourages and enables organisations of all sizes to showcase their innovative service user involvement work, inspiring others to involve lived experience in their work." **Anne Fox, CEO, Clinks**

"It has been an absolute joy to work with the Service User Advisory Group over the past 12 months. The passion and dedication in the room has been inspirational, and we have worked together well in pursuit of a common goal. This Toolkit will be an invaluable resource for staff across HMPPS to improve the ways in which we involve service user involvement in the design, delivery and evaluation of our services, in order to improve outcomes."

Nic Bellamy, Quality Development Manager



"As a manager of service user involvement from the charity sector, being part of the HMPPS working group allows me to stay up to date with government and third sector organisations' thinking, and to share best practice. Having this Toolkit as a framework and training aid will benefit the whole community to build knowledge, increase participation and alleviate risk."

Rose Evans, Community Voice Manager



"Our former service users, who we have selected and trained to become paid caseworkers, are a real beacon of hope as well as credible deliverers of services where other agencies can't reach, or where clients just aren't interested in engaging. Our Lived Experience model is what differentiates St Giles – and the benefits to society are huge, both in terms of lives saved and lives transformed." **Rob Owen, CEO St Giles Trust**

Toolkit Contributors: What does SUI mean to us?

"At Revolving Doors Agency we think the criminal justice system can be better, smarter, fairer. We believe that rapid progress can be achieved if the insights of those with lived experience are at the heart of its design process.

We are optimistic about recovery and rehabilitation because our "Lived Experience Forums" are run by people who have overcome profound adversity and are now inspiring others. These Forums are power-shifting spaces, bold and truthful powerhouses for co-producing effective solutions to the "revolving door" of crisis and crime.



We are at our best when we combine high quality research, knowledge of the system, and lived experience to reach our conclusions about what change is necessary and right."

Nathan Dick, Head of Policy

"As our name suggests, since being founded over 10 years ago User Voice, an ex-offender led charity, has been purely focused on giving people in prison and on probation (service users) a voice. When we started there was little talk, let alone action, in involving service users in the decisions that have such a massive impact on their lives. So much progress has been made in this time - the fact that we operate in two-thirds of CRCs and one-fifth of prisons is evidence of this. But there is still so much more that can be done to ensure that criminal justice is done with not to people in prison and probation. The development of the Standards of Excellence and Toolkit is a really important milestone in achieving this aim."



User Voice

"I have been lucky enough to work with service users on a regular basis within my current role. I have seen the power that engaging service users in our work can bring, not only to the organisation but to our service users themselves. It is empowering and certainly brings benefits to all involved.

Involvement in the group has been brilliant, like-minded colleagues coming together, sharing ideas and good practice. It has given us the opportunity to share our experience as a CRC in the work we do around service user involvement and how beneficial this has been for us. This Toolkit will give our staff a framework to work towards—and lots of helpful tips and guides to get started. The excellence standards will provide agencies with a benchmark to work towards to ensure service user involvement is embedded and becomes business as usual."

Sharon Reddy, Network Developer



"Service User involvement is in my opinion vital to the work that we do. In order to continue to develop and improve our services we need to work together to find solutions. Being part of the Toolkit development has been a really positive experience, working with a diverse range of agencies and people to join up our ideas, share learning and focus on service user involvement. The Toolkit is designed to be easy to use and to promote the use of service user involvement with services. I hope that it provides staff at all grades with the confidence to give something new a go and continue to develop this area of work."

Lisa Udale, Senior Probation Officer



Seetec
JUSTICE



"SUI is about harnessing, encouraging and valuing the input and insight that comes with lived experience. In the criminal justice setting, it's about making sure that policy, service delivery, and the overall health of the prison environment is enhanced by listening to those that are on the blunt end of the carceral state. To us, SUI is more than that. The very process of consulting, involving, working together with what we term 'service users' is consciousness raising and developmental. The very act of empowering individuals within the criminal justice system to take responsibility, display a degree of autonomy and ultimately, share some power, is potentially transformative. It is here that the true value of SUI rests, it gives normally passive recipients of policy decisions the opportunity to grow, develop, and contribute more meaningfully to the world around them."

Paula Harriot & Soruche Saajedi



HM Prison & Probation Service

"The SUI toolkit supports the NPS commitment to effectively engage with offenders to build and sustain quality, to continuously improve and to develop responsive services that are evidence based, effective, accessible and fair"

Mandy Horne, Partnership and Contracts Lead National Probation Service