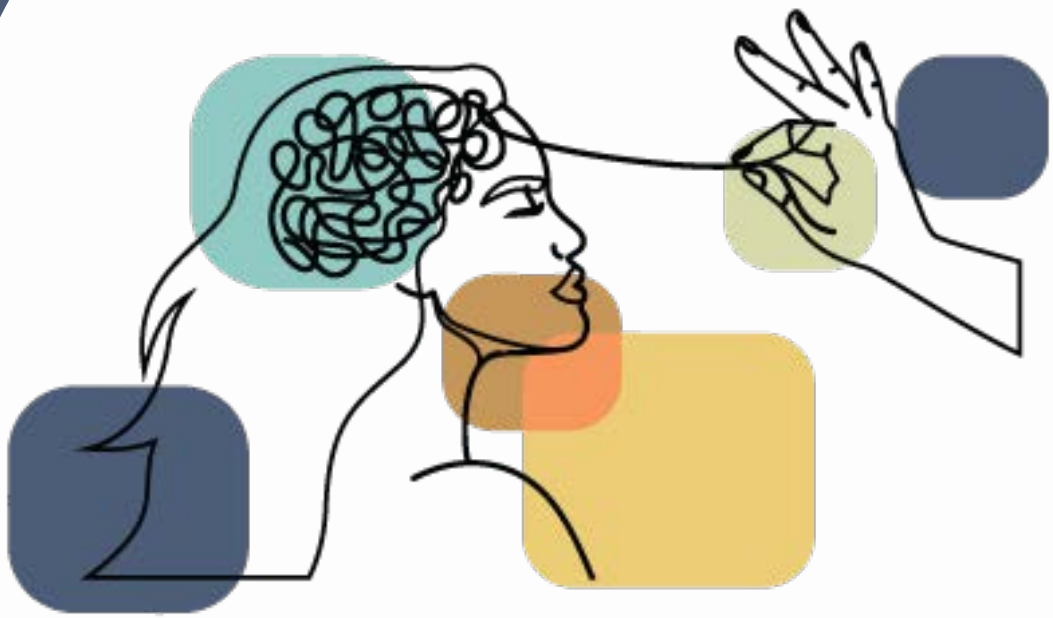
UNIVERSITY OF PLYMOUTH
Research and Innovation



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THREADS PROGRAMME

Final Report 2023

HM Prison & Probation Service

SERIO
Informing Policy and Decision Makers

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Executive Summary

Background and evaluation design

SERIO, an applied research unit at the University of Plymouth, has conducted an independent evaluation of the THREADS programme, delivered by specialist Criminal Justice support charity, Recoop.

RECOOP was awarded the grant from HM Prison and Probation Service (HMPPS) to deliver its THREADS programme within a selection of prisons in the Devon and North Devon prison cluster; HMP Channings Wood, HMP Exeter, and HMP Guys Marsh.

THREADS is a flexible, simple, guided, self-help mind map intervention tool, which aims to support someone to untangle their experiences using mind maps. The programme is delivered to prisoners who have requested support in custody and meet the requirements of the programme; known as THREADS Peers; and delivered by fellow prisoners who have been carefully screened and trained, known as THREADS Facilitators.

This service evaluation aims to: explore the process of delivering THREADS within prisons from a multi-stakeholder perspective; assess the impact of THREADS on those who engage with it; analyse the value that THREADS generates; and provide insights into considerations for the roll out of the programme.

The methodological approach involves a review of pre-existing data sources; analysis of monitoring data including demographics, the THREADS self-scoring tool and Short Warwick- Edinburgh Mental Wellbeing Scale (SWEMWBS) entry and exit scores; qualitative interviews with key stakeholders; focus groups with Peers and Facilitators; and a Social Return on Investment (SROI) analysis.

Key findings

Monitoring Data

- The programme exceeded its target of training Facilitators, with 48 trained against a target of 30; and supported 300 Peers (slightly less than the 325 target). It is recognised that operational challenges and Covid restrictions likely impacted on the number of Peers the programme was able to support. Just over half of THREADS Peers were located in HMP Channings Wood (56%), whilst 31% were based in HMP Exeter and 13% in HMP Guys Marsh.

- The majority (70%) of referrals to THREADS were self-made, indicating a potential ease of access to the programme; a finding echoed through the qualitative research whereby THREADS was highlighted as a valuable programme for those requiring support but not meeting requirements for mental health support.

- Results from the THREADS self-scoring tool, indicating how Peers are feeling across three measures, demonstrated an increase in scores from start to end of

intervention: Trust and Engagement (1.4 increase), Hope and Purpose (1.5), and Resilience (1.3).

- Notable improvements in wellbeing have been recorded for Peers using SWEMWBS[1]. Analysis revealed a 34% (6.6) positive uplift in mean scores across all seven measures, with the mean score at the start of intervention at 19.5 and the end at 26.1. This is a statistically significant change from pre- to post-intervention ($p<0.05$). For context, the UK population average is 23.5.

Impacts and Learnings

- The qualitative research highlighted a number of positive impacts across the programme. For Facilitators, the role enabled them to develop a range of skills and increase their confidence and self-esteem, whilst Peers were given support, hope and felt able to take new steps and make decisions. Crucially, although anecdotal, evidence suggests that THREADS has been a lifeline of support for Peers, leading them away from suicidal thoughts and self-harm. For prison staff, the positive impact on prisoners led to a safer work environment and improvements in prisoner-staff relationships.
- The peer-to-peer approach of the programme was recognised as highly effective in a prison-setting, reducing the resource that would otherwise be required of prison staff for this type of support, and providing Facilitators with a sense of purpose and reward through supporting their peers. Furthermore, as fellow prisoners, Peers felt their Facilitators provided empathy, understanding, and offered practical advice on how to make positive changes; they felt able to speak openly to someone with similar lived experiences.
- Safeguarding was viewed as an imperative element of the programme and is fairly unique to THREADS, which requires Facilitators to record and document after each session, compared to other support programmes of his nature. This additional layer of safeguarding assurance is one of the key USPs of the service and provides an extra layer of eyes and ears to support the prison in its operation.
- Challenges included the resource-intensive nature of the programme - an increase in prison staff workload due to the additional admin tasks was a key pressure. Covid-related restrictions and operational pressures undoubtably presented challenges in running a face-face programme of support, nonetheless due to its one-to-one nature of delivery, when restrictions lifted slightly, THREADS for the most part was able to keep running, where many support interventions would not have.
- In considering scaling up the programme, key learnings included: early involvement of operational staff and a dedicated staffing resource to facilitate the

[1] *Warwick-Edinburgh Mental Well-being Scale (WEMWBS) © NHS Health Scotland, the University of Warwick and University of Edinburgh, 2006, all rights reserved.*

programme; more than one trainer available to cover a geographical spread of prisons; and more promotion of the programme with key staff and departments.

SROI Analysis

The Social Return on Investment Analysis (SROI) evaluates the impact of the THREADS programme for two years of service delivery.

- Results showed a total present value of £844,604.25 for the two years of delivery, with input costs for running the THREADS programme subtracted, amounts to a net present value of **£622,904.85**.
- **A social return value (the value per amount invested) of £3.81 has been calculated, indicating that for every £1 spent on delivering THREADS, £3.81 in social value is created.**
- In considering costs for roll out further afield or service expansion/ continuation, the SROI model (based on return value of £3.81) could stretch to nearly £845,000 in input costs before hitting a breaking even return of £1.

Concluding Thoughts

The SROI analysis suggests that THREADS is delivering considerable outcomes for the people it serves, but also doing so in a cost-effective manner. The approach taken to this analysis has been a conservative one, in keeping with SROI best practice, but broader evidence points to further impacts for THREADS, many of which would provide substantial value.

When considering rolling out THREADS it was recognised that there is a need to be adaptable to prison challenges including staff turnover, shortages, and restricted regimes, in a resource stretched arena. For the successful scaling up of THREADS, there will need to be efficiencies made in the running of the programme and will ultimately require adequate funding to continue.

Through the research, it was recognised that THREADS currently fills a gap in providing low level behavioural support, accessible through self-referral; and it was unanimous amongst all participants that there is need for a programme such as THREADS that seeks to prevent rather than react to prisoners in crisis.

1. Introduction

Background

RECOOP is a specialist Criminal Justice support charity that sits within the Bournemouth Churches Housing Association (BCHA) group with considerable experience and expertise in working with complex individuals. Primarily RECOOP's aim is to help and promote the care, resettlement, rehabilitation and mutual aid of older individuals with convictions through advocacy and service delivery. Having been delivering and managing a peer support 'Buddy' service in prisons since 2008, when the Care Act 2014 was introduced into prisons, training was formalised, adapting the National Care Certificate standards to fit this environment. During the pandemic, Recoop 'Buddies' helped staff support those most vulnerable. Although most individuals needing low level social care support were from an older cohort it became obvious that the service was suitable for all ages. This became the foundation for the THREADS Peer Support Programme pilot grant application.

RECOOP was awarded the grant from HM Prison and Probation Service (HMPPS) to deliver its THREADS programme within a selection of prisons in the Devon and North Devon prison cluster.

The overarching aims of the THREADS programme are:

- Providing a mechanism to engage at-risk prisoners.
- Promoting self-reliance and self-managing behaviours.
- Enabling a meaningful conversation to express personal circumstances, confidence, control and a sense of self.
- Reducing incidences of violence, self-harm and self-inflicted death.
- Improving outcomes for vulnerable prisoners by enabling them to envisage a future on their own terms.

In partnership with clients, RECOOP further developed the THREADS framework (Trust, Hope, Resilience, Empathy, Action, Direction, Strength). THREADS is a flexible, simple, guided, self-help mind map intervention tool. RECOOP believes supporting someone to untangle their experiences in this way using mind maps, at their own pace, can elicit meaningful information in a few minutes, helping staff understand that person in a deeper way, and enabling the right support to be offered. The programme is delivered to prisoners who have requested support in custody and meet the requirements of the programme; known as THREADS Peers. The programme is then delivered by fellow prisoners who have been carefully screened and trained, known as THREADS Facilitators.

The THREADS tool is intended as a flexible and versatile self-help tool, aiming to support self-determination, and to build individuals' self-esteem and confidence, with the ultimate aim of reducing self-harm, violence and suicides in prisons along with the number of ACCTs needing to be managed by prison staff; which requires considerable resource investment. This peer-led intervention aims to offer a safe alternative intervention that requires little resource and supports the HMPPS Team's seven strategic priorities of care

in custody, and care after custody, whilst also contributing to greater cohesion between prisoners and key working officers.

Report structure

This report presents the findings for the THREADS evaluation; highlights the impact which the programme is having; and providing learning points which contribute to a culture of continuous improvement and enhance HMPPS' offering.

Section 2 outlines the evaluation aim, design and methods.

Section 3 focuses on the programme delivery overview, including how it performed against it's targets and how it adapted throughout it's lifespan.

Section 4 is a review of monitoring data supplied by Recoop.

Section 5 explores the impact of the programme.

Section 6 focuses on process learning and reflections.

Section 7 explores the importance and additionality of THREADS.

Section 8 addresses the sustainability and importance of THREADS.

Section 9 highlights key learnings for scaling up the programme.

Section 10 covers the Social Return on Investment analysis for THREADS.

The concluding section, which addresses key learning points; highlights some implications for future evaluation efforts, draws the report to a close. This section provides the opportunity to reflect on what has worked well, but also what can be improved upon in order to enhance the service offering going forward.

2. Evaluation design

In order to track progress against programme objectives; to uncover impact; to help articulate any newfound understanding of best practice; and to ensure valuable learning was captured and recorded, SERIO, an applied social research unit based in the Research and Innovation directorate of the University of Plymouth, was appointed to conduct an independent evaluation of the THREADS programme. SERIO worked alongside the THREADS programme delivery team, utilising a range of research methods in order to gather insights. This report marks the end of our evaluation journey and summarises all evaluation insights gleaned over the course of our research. Throughout the evaluation, we have tried to build on insights already gathered; tailoring approaches in order to address any delivery enhancements and modifications; and moving towards an enhanced understanding of what best practice looks like, in order to ensure the programme leaves a legacy.

Aims

The aims of this evaluation are to:

- Explore the process of delivering THREADS within prisons from a multi-stakeholder perspective.
- Assess the impact of the THREADS intervention tool on those who engage with it.
- Gather a credible evidence base as to its effectiveness and analyse the value that THREADS generates.
- Provide insight into considerations for THREADS roll-out and showcase best practice in service delivery where this is identified.

Methods

To achieve the evaluation aims, a mixed-methods approach was adopted which included the following methods.

- Review of pre-existing secondary data sources.
- Analysis of monitoring data – this included prisoner demographic data and additional prisoner information in order to identify effectiveness and identify the value that THREADS generates.
- Analysis of both Warwick- Edinburgh Mental Wellbeing Scale scores (WEMWBS) and the Threads Self Scoring tool.
- Social return on investment (SROI) to calculate the social value return generated by the THREADS intervention.
- Qualitative interviews with key stakeholders including prison staff, delivery staff and wider stakeholders in order to explore the process of delivering THREADS and considerations for THREADS roll out.
- Focus groups with Peers and Facilitators in order to assess the impact of the THREADS intervention tool.

Fieldwork began in August 2022 and concluded in May 2023.

Analysis of monitoring data

- As part of the THREADS approach, RECOOP has an existing comprehensive system in place for the effective monitoring of participants' outcomes across the four key thematic areas under scrutiny – Trust and Engagement; Hope and Purpose; Empowerment, Self-Awareness and Self-Value; and Empathy, Emotion and Risk. RECOOP provided SERIO with a complete set of monitoring data from their system, covering the period April 2021 to April 2023. THREADS data scored at the beginning of engagement with the THREADS project and again when finished at the last session enabling evaluation of participant mental wellbeing from start to finish.
- THREADS Peer Warwick- Edinburgh Mental Wellbeing Scale (WEMWBS) scores taken at the beginning and end of the programme.
- Additional data presented has been sourced from national data.

Qualitative stakeholder telephone interviews

SERIO interviewed a total of 15 stakeholders including 10 prison staff from HMP Guys Marsh, HMP Exeter and HMP Channings Wood, 2 Recoop project staff, and 3 wider stakeholders. All of these participants were self-selected by responding to an invitation to take part in the evaluation.

- In-depth telephone interviews were held with 15 key stakeholders across all three prisons. The interviews were carried out between January and February 2023. The interviews follow a semi-structured interview topic guide and were around an hour in length. The interviews were audio recorded with permission from participants and subsequently transcribed in full. They were analysed using thematic analysis.

Focus groups

- Focus groups with Peers (One completed with ten Peers).
- Focus groups with Facilitators (Total of nine Facilitators from Exeter and Channings Wood)
- Individual Interview one-to-one qualitative interview carried out with one Peer.
- The focus groups and interview follow a semi-structured topic guide and were around an hour and a half in length. The focus groups and interview were audio recorded with permission from participants and subsequently transcribed in full. They were analysed using thematic analysis.

Social Return on Investment Process

The diagram below provides an introductory summary to the SROI methodology adopted for this piece of the research, outlining the various stages carried out in the analysis. More detail on each phase, and the steps taken within these phases, are detailed in Section 10 of the report, alongside further explanations of concepts and terminology where appropriate. In addition, further methodological information on the decisions

taken, resources utilised, and any assumptions made, are detailed Section 10 to ensure information presented on any decisions taken in the SROI is clear.

Establishing scope and identifying stakeholders	• Consider the boundaries of what is being considered. What is feasible? What is the purpose of the analysis, and what resources are there to deliver it? What are the key priorities for measurement, what is the timeframe, and who is the audience? • What stakeholders need to be considered? And how can they best be involved?
Mapping service outcomes	• Map out the impact of the programme, considering what goes into delivering it (the inputs) and establishing the financial value of this. Clarify what the programme gives rise to; what outputs does it generate? Describe the outcomes the programme achieves.
Evidencing outcomes and giving them a value	• Establish which indicators provide evidence that an outcome is being achieved. How can we reliably measure and demonstrate service outcomes being realised? • Collate this data, and consider how long the outcomes last for. Calculate what the value of these outcomes is using financial proxies (approximations of value where an exact measure is
Establishing service impact	• Assess if outcomes have come about as a direct result of the delivery activity, and make the necessary adjustments to the data. • What could have happened anyway in the absence of the programme? Consider if you are over claiming. Adjustments to be made include “deadweight”, “attribution” and “drop-off”. Only then can the impact value be calculated.
Calculating the SROI	• Using all information collated, decisions taken, and assumptions made, calculate the net present value of the programme’s operations, and produce the social value ratio. • Look at how this resultant value could be different under alternate assumptions by conducting a sensitivity analysis. This will give an indication of the weight of your assumptions.
Reporting, using and embedding your SROI	• Communicate the findings to the stakeholders. • Consider how best to utilise the results, and embed the SROI process in the organisation.

Evaluation Challenges

The original evaluation plan was to do pre and post focus/ groups and interviews. However, the programme has suffered considerable delays due to the Covid-19 pandemic and thus instead, we carried out post focus groups/ interviews only, and a final report only.

Covid played a major part in the first year of the pilot and hindered the implementation of THREADS which had to be picked up the following year. Due to this, the HMPPS grants team allowed an extension of three months on the pilot. Covid also had an impact on the number of peers that were supported throughout the three estates during the pilot phase in the first year.

The operational challenges in some estates had impact on the delivery of the programme at times although where possible, these challenges were met with solutions. There have been difficulties in gathering groups of prisoners together to form focus groups due to lack of room and staff availability. Operational challenges have caused delays, and focus groups were unable to be run at Guys Marsh as they have been on restricted regime, meaning we were unable to have access to the prison.

THREADS was initially anticipated to be delivered in four prisons through the HMPPS Innovation Grant funding – HMP Exeter, HMP Channings Wood, HMP Guys Marsh and HMP Dartmoor. However, due to local operational pressures that were out of RECOOP's control, Dartmoor was unable to participate in the pilot.

Ethical Approval

Ethical approval was received from both UoP and NRC (a requirement to carry out any research in prisons).

3. Programme Delivery Overview

To implement the THREADS programme successfully a THREADS Operational Lead (TOL) was recruited and trained. Their knowledge of the estate, the procedures, the prisoners, and their collaborative work alongside the THREADS team was crucial to the programme's delivery. The TOL duties ensure that the programme is overseen successfully, and that safety, security and support is given to the Facilitators and wider team. The TOL would also follow up on any safeguarding or security concerns with the TC, offering support, advise and signposting to other services (e.g., chaplaincy and healthcare) advocate for THREADS Facilitators as and when necessary, attend meetings as required and support with supervision.

The role of THREADS Facilitator was advertised within the prison as a paid role for which prisoners could apply for. This was promoted via posters and leaflets on the wing and through the TOL and TC. Prisoners could put themselves forward via the TOL. Applicants were then screened by the TOL through the risk assessment process with the TC, and suitable candidates were selected once cleared through security and activities.

THREADS facilitators once successful, undertook training in fourteen modules over an intense 10-day period, including both classroom and one-to-one sessions. The maps and person-centred approach are referred to throughout all modules and the THREADS Facilitators completed their own maps throughout the training period to understand the mapping process (please see Appendix 1 for examples of the maps). The trainer saw the THREADS Facilitators on a one-to-one basis to look through their maps as if they were participating in an actual THREADS Peer Support Programme session. The core elements of the programme provide the necessary skills which allow THREADS Facilitators to work in a person-centred way. The 'All About Me' module ensures that the TFs can recognise how important it is to look after themselves and their colleagues so that they don't get overwhelmed in their role.

Once trained THREADS Facilitators were allocated THREADS Peers to support. Allocation of peers consists of the TOL conducting a risk assessment, reviewing alerts on the peers NOMIS to ensure appropriate and safe to allocate to THREADS Facilitators caseloads. The THREADS Peer Support Programme is open to all ages and prisoners can self-refer or be referred by staff. This method of referral differs from some other support interventions as there is no 'criteria' to meet. The only time a prisoner might be held on the waiting list is if they have complex needs that would have to be discussed with the THREADS staff team and other agencies/departments to ensure the safety of, not only the potential peer, but also the THREADS Facilitators that hold the caseloads.

The THREADS Facilitators had control of their own diaries (reviewed by the TOL during group meetings and when seen on a 1:1 basis) to book appointments with their peers that was convenient for both of them, for example if a peer was working, they would look at the least impactive time for a session. The session date and next session was documented on the observation sheets so that it could be recorded on NOMIS. The sessions were held,

when possible, in side rooms agreed by staff in the area, some peers opted to have their sessions in the main area (although confidentiality was compromised) or in their cell.

Safeguarding and security are important parts of the THREADS Peer Support Programme. The THREADS Facilitators are trained in safeguarding, security and completion of documentation. This is to ensure that they are aware of the process required and that they inform the peer that any concerns raised will be reported after each session. The peer signs the consent form on the induction session and signs each observation sheet agreeing that concerns will be reported to staff. This is where THREADS differs from some of the other support systems in place as the THREADS Facilitators have a responsibility to document and report. Every session is documented and given to the TOL/TC to record on NOMIS. This ensures that all sessions are reviewed, staff are aware of peer engagement and highlights if any concerns have been raised and actions taken. If there are any immediate concerns, the THREADS Facilitator will report to a member of staff where the session has taken place. This additional layer of safeguarding assurance is one of the key USPS of the service and provides an extra layer of eyes and ears to support the prison in its operation.

Initially the plan was to also have prison staff also delivering the programme but this was to feasible due to operations pressures/capacity.

Delivery Against Output Targets

The programme's original target included providing support to 325 Peers and recruiting 30 Facilitators. The programme recruited considerably more facilitators than this (48), but provided support to slightly less Peers than it intended to (300). However, it is important to note that some of the operational challenges faced by the programme during this time period, such as COVID placing heavy restrictions on the usual regimes, and HMP Dartmoor pulling out of THREADS, likely impacted on the number of Peers the programme was able to support. For more information on the challenges experienced during the programme delivery please see section seven.

Programme Adaptations

Once the initiative had been rolled out it was evident that there were areas that needed to be modified to fit within the prison environment and take account of the differences between each prison. The recognition for the need for operational group support and funding was a major turning point for the project and the support in resources from HMPPS to fund additional overtime was critical for its continuation.

As a remand prison, with prisoners typically staying roughly six weeks, HMPPS Exeter had to adapt the programme length from ten weeks to five weeks to enable prisoners to complete the programme. It also became clear that there was no process in place for those prisoners who had started, but not completed the THREADS course in one prison to continue with THREADS once transferred. As a result, a process was developed, which enabled the THREADS work to be scanned and booklets sent on to enable continuation of the course at a different prison.

A risk assessment was also developed for matching Peers to Facilitators. This ensured the safety of prisoners following similar risk assessments carried out when matching cell mates.

Finally, with the relationships between Peer and Facilitator being so effective Facilitators were, with Peer consent, welcomed to attend Peer ACCT reviews for support, but also for advocacy, if appropriate for them to do so. Generally, the THREADS Operational Lead is a part of such reviews or will have spoken to the staff member leading the review so that they know the role of the THREADS Facilitator.

In these circumstances the staff member leading the review will have been informed of the THREADS Facilitator role by the THREADS Operational Lead. This enabled Facilitators to be included in the wider support discussion and use this information to inform which Mind Map they may focus on.

4. Monitoring Data Analysis

Overview of the Peer Monitoring Data

Throughout the THREADS programme, monitoring data has been gathered for both the Peers and the Facilitators. In total, data for 300 Peers were collected. Where some data is missing, the number of participants is noted (e.g. n=x).

Table 1: Peer Age Ranges Across All Prisons

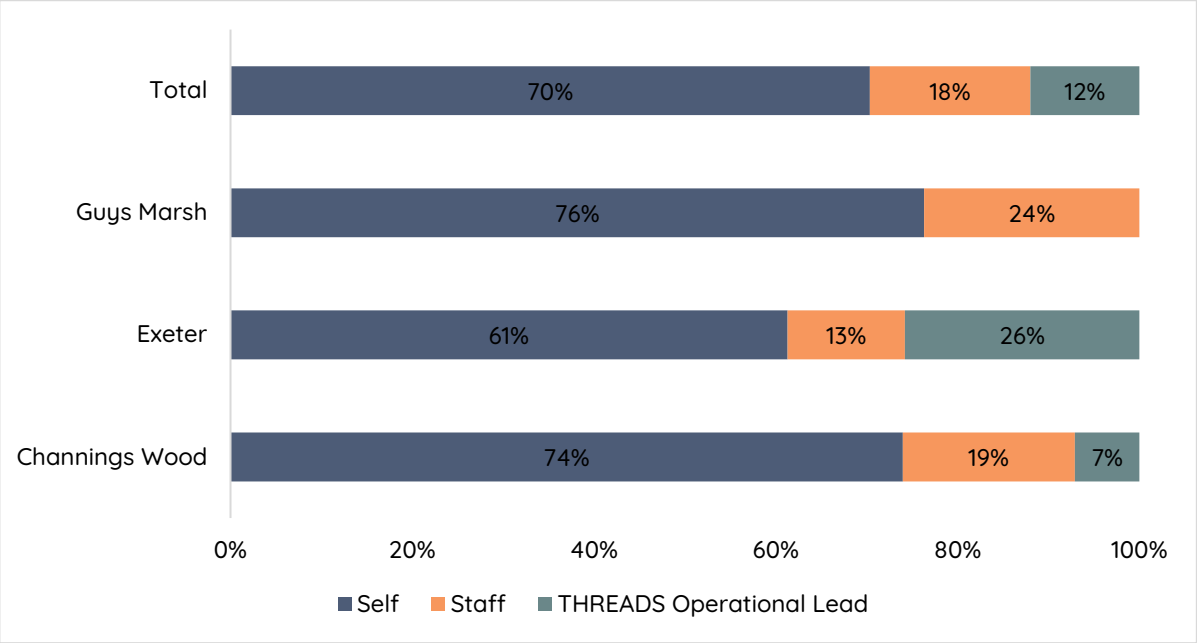
Age Range	Number	%
18-20	5	2%
21-24	39	13%
25-29	67	22%
30-39	109	36%
40-49	43	14%
50-59	28	9%
60+	9	3%

The majority of Peers across the THREADS programme were located in Channings Wood (56%). In addition to this, just under a third were based in Exeter (31%). The remaining peers were located in Guys Marsh (13%). Almost all Peers were male (99%), with a further 1% identifying as trans. Just under two thirds of Peers suggested they did not have a disability (65%), with the remaining suggesting they did have a disability. The majority of Peers (59%) across the programme were based in a main prisoner unit. The remaining

41% of Peers were assigned to a vulnerable prisoner unit.[2] Almost all Peers in the programme identified as male (99%), and the majority fell into the age ranges of 25-29 (22%) and 30-39 (36%). Just over one third (34%) of Peers indicated they had a disability (n=287).

As shown in Chart 1, the majority of referrals onto the THREADS programme across all prisons were self-made. In both Channings Wood, and Guys Marsh, a notable portion of referrals also came from staff. However, in Exeter, a much larger proportion of referrals (26%) came from the THREADS Operational Lead (TOL), compared to both Channings Wood (7%) and Guys Marsh (0%). The high number of self-referrals may reflect THREADS allowing all prisoners to refer to the programme and it also recognises that it is a low-level intervention in terms of staff time needed to refer prisoners.

Chart 1: Percentage of Referrals Prison (Data Source: THREADS Monitoring Data)

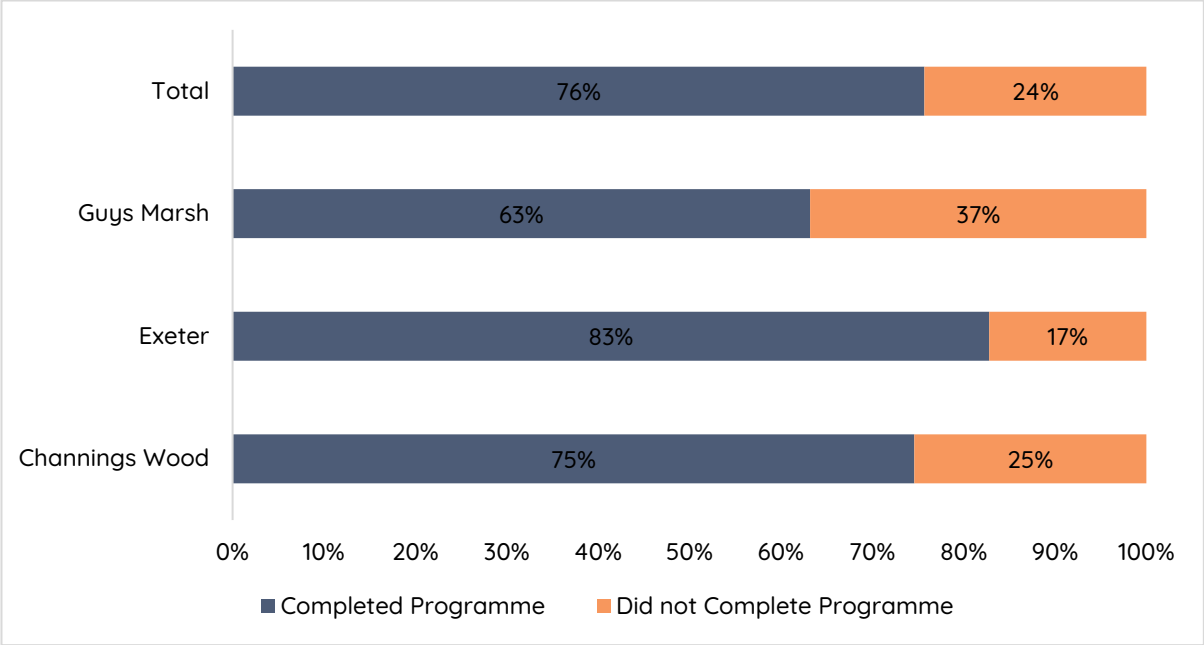


Base: All Respondents (Channings Wood=169, Exeter=93, Guys Marsh=38)

Of the 300 Peers that were supported by THREADS, 76% of peers completed the programme to some degree. Some Peers felt they did not need all ten sessions or did less sessions due to being released or transferred. Completions were highest in Exeter (83%), followed by Channings Wood (75%) and Guys Marsh (63%).

[2] Note that almost two thirds of Peers from Channings Wood were assigned to a VPU, substantially higher than Exeter (20%) and Guys Marsh (0%).

Chart 2: Percentage of Programme Completion by Prison (Data Source: THREADS Monitoring Data)



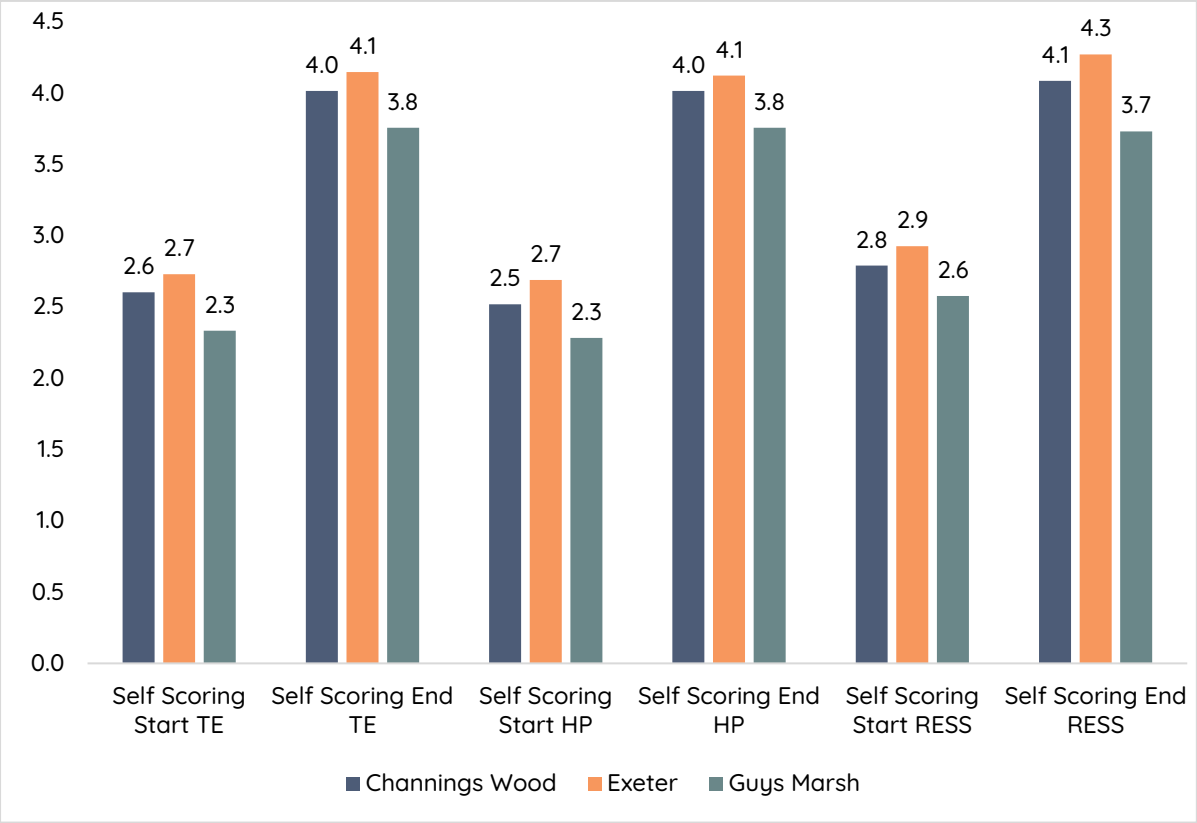
Base: All Respondents (Channings Wood=169, Exeter=93, Guys Marsh=38)

A much higher proportion of Peers from Channings Wood were in custody for the first time (28%), compared to both Exeter (12%) and Guys Marsh (8%). In Guys Marsh, a much higher percentage of participants were on mental health/learning difficulty caseload (50%), compared to both Exeter (11%) and Channings Wood (6%). Furthermore, a higher percentage of Peers were using the Integrated Substance Misuse Service at Guys Marsh (53%), compared to both Exeter (13%) and Channings Wood (7%). Both Channings Wood and Exeter had similar percentages of Peers who were on an ACCT at the start of the programme (21% and 20% respectively), compared to Guys Marsh, where no Peers were on an ACCT at the start of the programme. Finally, 8% of Peers at Exeter were supported by CSIP, compared to 1% from Channings Wood, and none from Guys Marsh.

THREADS Self-Scoring Tool

Peers were also asked to self-score their Trust and Engagement (TE), Hope and Purpose (HP), and Resilience, Empowerment, Self-Awareness and Self Value (RESS) at each session, on a scale of 1-6 stages, with 1 being the lowest and 6 the highest, defined within the THREADS tool (Appendix 2). Session scores were recorded at every session. Mean baseline and final scores across each of the three areas were analysed. As can be seen in Chart 3, scores increased across all measures for the three prisons. Overall, Peers from Guys Marsh consistently scored slightly lower than Peers from both Channings Wood and Exeter.

Chart 3: Baseline and final scores for self-scoring measures (Data source: THREADS monitoring data)



Base: All Respondents Who Provided a Start and End Score for Each Measure (Channings Wood=78, Exeter=24, Guys Marsh=10)

Short Warwick Edinburgh Mental Health Wellbeing Scale

THREADS Peers were encouraged to self-complete the Short Warwick Edinburgh Mental Health Wellbeing Scale (SWEMWBS)[3] at the start and end of their THREADS support. The Warwick-Edinburgh Mental Wellbeing scale was developed to enable the monitoring of mental wellbeing in the general population and the evaluation of projects, programmes and policies which aim to improve mental wellbeing[4]. The scale consists of seven positively worded statements, with five response categories (1-5). It is a credible and validated indicator which has been developed in order to measure different aspects of positive mental health. The statements and response categories are shown below:

[3] *Warwick-Edinburgh Mental Well-being Scale (WEMWBS) © NHS Health Scotland, the University of Warwick and University of Edinburgh, 2006, all rights reserved.*
[4] https://warwick.ac.uk/fac/sci/med/research/platform/wemwbs/about/

STATEMENTS	None of the time	Rarely	Some of the time	Often	All of the time
I've been feeling optimistic about the future	1	2	3	4	5
I've been feeling useful	1	2	3	4	5
I've been feeling relaxed	1	2	3	4	5
I've been dealing with problems well	1	2	3	4	5
I've been thinking clearly	1	2	3	4	5
I've been feeling close to other people	1	2	3	4	5
I've been able to make up my own mind about things	1	2	3	4	5

"Warwick Edinburgh Mental Well-Being Scale (WEMWBS)
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all rights reserved."

Of the 300 Peers, 189 provided scores at both the entry and exit stage of their support; these scores are included in the analysis below.

As shown in Figure 1, the total mean score across all seven measures recorded post-intervention was 26.1, a positive uplift of 6.6 from 19.5 at pre-intervention. This is a statistically significant change ($p<0.05$)[5]; wellbeing scores were significantly higher post-intervention compared to at the start of the intervention. Furthermore, the UK population average is 23.5.

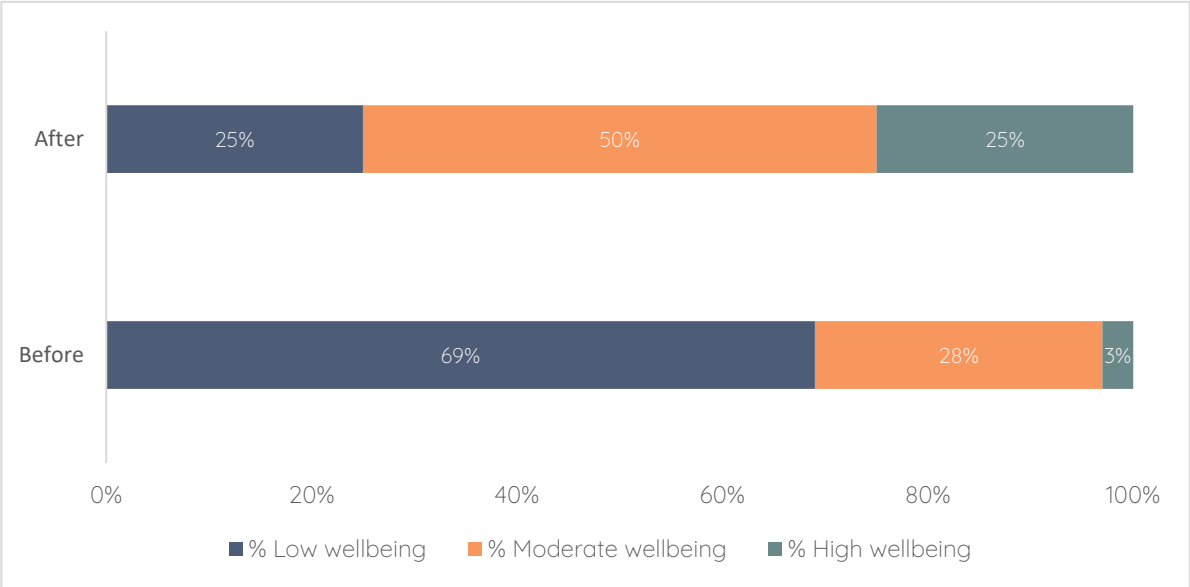
Figure 1: Mean SWEMWBS scores, at entry and exit of intervention (all seven measures)



SWEMWBS uses the scores across all seven statements to categorise level of wellbeing as low, medium, or high. The level of wellbeing amongst THREADS Peers increased overall, with 25% having a high level of wellbeing after completing THREADS compared to just 3% pre-intervention, whilst over two thirds (69%) had a low level of wellbeing pre-intervention compared to a quarter following completion of THREADS (see Chart 8).

[5] Wilcoxon signed rank test.

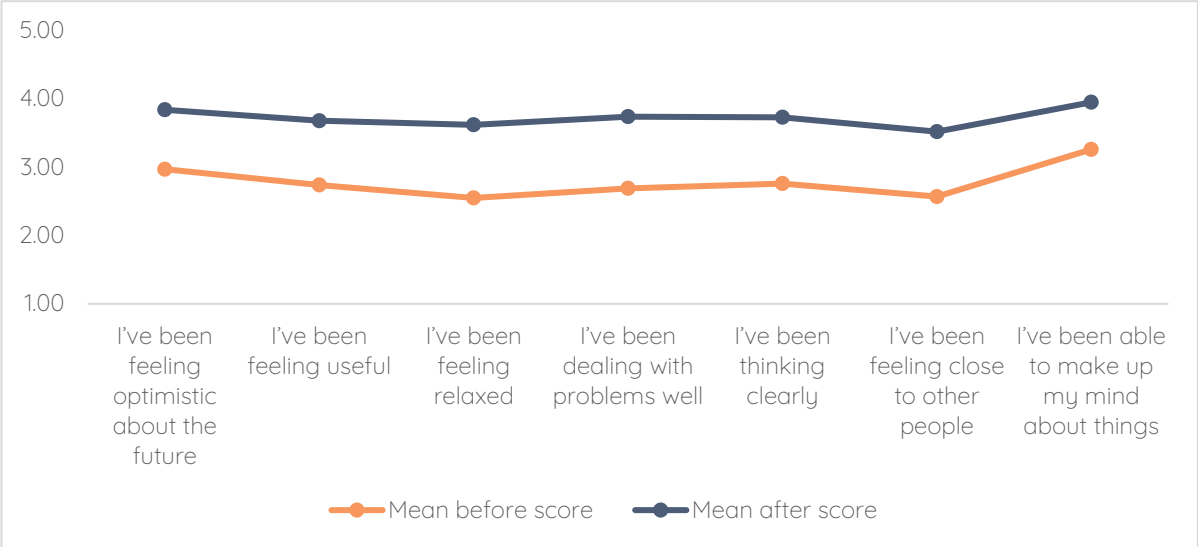
Chart 4: Proportions of Wellbeing Before and After THREADS Intervention



Base: All Respondents Who Provided a Start and End Score for SWEMWBS (n=189)

Furthermore, as shown in Chart 5, the mean score across all seven SWEMWBS statements increased pre-THREADS compared to post, with the greatest change being in the statements 'I've been feeling more relaxed' and 'I've been dealing with problems well', with the latter echoing one of the principle objectives of THREADS in supporting Peers to deal with issues and untangle thoughts.

Chart 5: Mean Change in SWEMWBS Scores Across All 7 Statements



Base: All Respondents Who Provided a Start and End Score for SWEMWBS (n=189)

Facilitator monitoring data

In total, 48 facilitators were recruited to the THREADS programme. Just under half (44%) of all facilitators were located in Exeter, with a further third (33%) being based in Guys Marsh and the remaining 23% in Channings Wood. 21% were still active, while 33% had been released and the remaining 46% transferred. 88% of facilitators were cleared for the

role, which meant that these facilitators had met both the maths and English requirements for the role and had passed the necessary security requirements (n=48).

The majority of facilitators fell into the age ranges of 25-29 (21%), 30-39 (27%) and a further 33% in the range 40-49 (n=33). Just under a third (31%) of facilitators indicated they did not have a religion. Furthermore, 19% suggested they were Christian, 14% suggested they were Roman Catholic and 14% suggested they were Muslim. The remaining facilitators were of various other religious beliefs (n=42). 73% of facilitators were white, 18% were black, 8% were mixed and 3% were Asian (n=40).

5. Impact of the Programme

Qualitative interviews conducted with THREADS stakeholders and focus groups held with both THREADS Peers and THREADS Facilitators explored the impact the THREADS programme had on them.

For all the prison staff involved the introduction of THREADS led to an increase in workload. The administrative burden of case notes, observation sheets, NOMIS entries and meetings, without any extra resource had a negative impact on their role, requiring staff to complete tasks in their own time and through goodwill.

"It was an additional workload for me, you know, meetings once a month, do the catch-up meetings with a Facilitators, get admin to do stuff, get promotional stuff... Those are all additional tasks on my department that I wasn't resourced for. So, pressure wise, it was quite difficult." *Prison staff*

Despite the resourcing issues, prison staff felt that THREADS also positively impacted their roles through the use of observation sheets. Observation sheets record what is discussed during the session but with peer's consent, allowing the peers to have a voice on their case notes, but also allowing other HMPPS staff to see that they are engaging with the programme and how the peer presented during sessions. This type of information was seen as useful for departments such as Safer Custody, Security, OMU, Mental Health, ISMS etc. as well as offering another avenue of support to prisoners when developing care plans.

"In terms of safety in the prison, it's been another avenue of support that case managers and staff can consider when prisoners are struggling and when they're trying to write a plan of care. It's another avenue of support. I think it's improved probably outcomes for prisoners in terms of what we can offer them." *Senior prison staff*

It was felt by all Stakeholders that by working through the THREADS mind maps prisoners were able to reflect on their behaviour and develop problem solving and conflict resolution skills leading to better choices and potentially less incidents of self-harm, violence or disorder. All prison staff had seen many prisoners, some labelled as difficult, make a positive change in their demeanour and behaviour on the wings, and had received positive feedback from Peers and Facilitators. For some prison staff, they felt that there had also been a decrease in self-harm and an increase in hope amongst those prisoners engaged with the programme. Although softer outcomes are more difficult to evidence and capture, all prison staff expressed that they were seeing a positive difference in those that had engaged with the THREADS programme. In turn it was felt that this had a positive impact on the prison staff, creating a safer work environment and improving prisoner-staff relationships.

"The feedback that we're getting from the guys that have been supported is amazing. The letters and stories that we're having back..." *Programme staff*

"It also positively impacted it because working in safer custody if we can help people think about and make better decisions or make better choices, then there's less work in other areas, there might be less ACCTs opened or less incidences of self-harm, less instances of violence, less instances of disorder. It's definitely been a positive experience..." *Prison staff*

Facilitators

The positive effect of taking part in THREADS on Facilitators was recognised by all Stakeholders and Facilitators and seen as a huge success. The role had enabled Facilitators to take on a position of responsibility and meaning, giving them a focus and sense of purpose. Many Facilitators were reported to be providing support outside of set session times and continuing to support prisoners despite having finished THREADS. They took the role seriously and valued the trusted position and ability to help others. One stakeholder felt that the experience had been life changing in some circumstances, enabling Facilitators to reflect on their own experiences and making them more caring and helpful towards others.

"We've had an individual that moved here who's on a constant watch, he was using, he was in a lot of debt, and I put him forward as a mentor... he's just taking it in his stride, and he's been brilliant.... He was kind of our rising star because he had progressed so much in such a really short space of time in this environment." *Prison staff*

"It's been quite say, life changing. That's maybe sounds dramatic, but I think it has been quite life changing for some of them. It's opened their eyes and turned them into people that help and enabled them to reflect on some of the things that they've done and actually use the mind maps themselves and change some of those thinking patterns." *Prison staff*

"When we saw the lads graduating, we saw confidence, we saw the fact that they've been given a trusted position and that they felt they were helping someone... You see them puff their chest out, it brings their shoulders up, they suddenly feel a bit more part of it, like things are happening with them, rather than having been done to them" *Senior prison staff*

All Facilitators had found the role fulfilling and enjoyed having the ability to help people make changes to their approach to life in prison and improve their wellbeing. They found it satisfying to see someone transition from a bad place to having a more positive outlook and felt they were making a difference with all the Peers they have supported.

"I had someone who was a regular self-harmer and I sat on his ACCT reviews and within two to three weeks he had stopped. We took all the blades out of his room and he stopped from self-harming so he could see that this course was beneficial for him." *Facilitator*

"The benefits they get out of it is immeasurable. You're almost a friend to them... You can signpost them and pass them on to others, and they've then started their journey to change. You have to had seen some of the people when they come in, and they're in a terrible condition. Then after, you see them walking around as a human being again, and their prospects are rosy, you know it's all worthwhile." *Facilitator*

"I think it's also important to realise we are role models. The way we behave, approach staff and peers, and the support we give them, that's extremely beneficial and they look up to us. That gives us a great sense of satisfaction, and we can hold our heads high and look at ourselves in a beneficial way." *Facilitator*

There was a strong belief in the value of THREADS and the impact it was having on the Peers they supported. Facilitators felt appreciated and trusted by both Peers and prison staff. Prison staff were said to be very supportive of the THREADS programme and enabled Facilitators access to different wings of the prison to hold sessions with Peers.

"I've been in prison for three and a half years and I've done a number of different peer support roles. I've found this one different, as you were giving stuff back to them rather than just supporting them in a classroom with their reading or writing. It tackles one of the bigger issues that I felt needed tackling, which is giving people that toolkit to change." *Facilitator*

The THREADS programme and the mentoring experience has also helped the Facilitators on their own personal journeys and to make changes to their own lives and thinking. Having been inspired by the programme and the difference they have made some Facilitators were keen to explore career options in mentoring/mental health support on release.

"The benefits it's given me, my direction now, you know the trajectory that I'm on I don't feel I'd be in the position I am now if I hadn't become a Facilitator" *Facilitator*

"It's changed my outlook on life totally." *Facilitator*

"It's something that a few of us guys would possibly like to take up as a career. So yeah, very inspirational." *Facilitator*

Being a Facilitator allowed individuals to develop leadership skills, gain experience in helping others, and build relationships, increasing their confidence and self-esteem. Through supporting peers, they were able to improve relationship skills through active listening, clear communication and empathy.

"After finishing the training, I just thought I felt so much more in tune with myself that I could then translate that to helping other people. So, it was constructed in a way that was really tailored towards everybody accessing it so it was really good." *Facilitator*

"The impact on the Facilitators is in relation to self-confidence, self-esteem, self-worth. I think we've also seen a number of recipients that have gone on to be Facilitators. So, one of the best ways of continuing to learn is to deliver yourself as a part of that self-talk that goes on how you're supporting others and enables you to continue building your own resilience. I think for me that's been the most impact on the Facilitators." *Programme staff*

"I think it's had a massive impact on them. We have one Facilitator, who was quite a challenging individual when I first started in the prison, very like loud and bulshy and quite rude sometimes and he's just a changed person. He's changed for the better so much,

which is something he can take away as something good that's come out of his personal experience and something they can take into his parole boards and meetings and stuff." *Prison staff*

Although there was some concern from one stakeholder that there may have been a negative impact on Facilitators having not be supported through the possibilities of vicarious trauma, this was not raised by Facilitators themselves. Although vicarious trauma was acknowledged and there had been incidences where Facilitators had needed to debrief with staff, they felt well supported through the in-depth training and on-going support from prison staff and THREADS project staff via the fortnightly meetings. Facilitators also highlighted they are able to go to the Safer Custody office, Chaplaincy or Mental Health Representatives at any point if they have any concerns.

"I've had a couple of occasions where I've had to speak to a couple of the Facilitators because they might have had to discuss something quite traumatic in a meeting and it's impacted them slightly. But once they have spoken to me about it and made some kind of sense of it all, the generally feeling a lot better, they all know that they can come speak to me as and when they need to" *Prison staff*

Peers

THREADS was found to have a positive effect on Peers by providing them with a sense of community and support. The most common reason Peers gave for taking part in the THREADS programme was to focus on the issues they struggle with, including depression, anxiety and feeling alone. THREADS Facilitators became a trusted friend on the wing, providing a listening ear, guidance and reassurance in an environment which can be stressful and daunting. Peers highlighted a wide range of impacts they have experienced since taking part in the THREADS programme including increased confidence better self-esteem and being more open.

"When I first came here, I was very anxious, very depressed and being at THREADS over the course of the last so many weeks has helped me really settle my nerves and helped me. It helped me to understand a lot more of how I'm feeling." *Peer*

"I knew straight away that they were peers, so they were prisoners like me. I got empathy. I got guidance. I got encouragement…" *Peer*

THREADS gave prisoners that were a risk to themselves/others, access to another avenue of low-level support through self-referral; there was not the need to meet a criterion unlike other support services and crucially Peers were provided with visible support with little wait time.

"I think that's the biggest thing about this project is that your prisoners have now got that, that visible person who they can go to, and they can rely upon to get some real decent, honest advice and to help them help themselves. I think visibility is the biggest thing." *Senior prison staff*

All of the Peers who took part in the focus groups valued the support they had received from their THREADS Facilitator and felt that the mind map element of the support was

critical to the positive outcomes they had experienced. Mind Maps particularly helped those with depression and for many Peers it contributed to a reduction in suicidal thoughts. It was felt that through the mind maps, Peers were listened too and able to lead conversations, discussing issues they may have previously never spoken about or been able to quantify.

"A very important point for the mind maps as well is when I was on an ACCT and then I started doing mind maps during that I didn't really have suicidal thoughts anymore when it used to be every day. Seeing the different mind maps and the different things I've managed and there's more to your own self as a human being it helped me turn things around." *Peer*

"I was talking to one of the peers about how much support he'd been given and how he just felt for the first time in his custodial career, that someone was listening and someone was able to help him with some everyday thinking and that the exercise through the mind map that he'd been given had been really helpful" *Senior prison staff*

Peers felt the mind maps enabled them to explore their own thought processes and help them to think about how they might be able to untangle sometimes difficult thoughts that can lead to negative actions. Facilitators were described as actively listening and encouraging Peers to deal with previous trauma in their lives and consider situations from other people's perspectives which in some cases enabled Peers to rebuild relationships with families and friends.

The THREADS programme has also given Peers hope and has challenged them to take new steps, be braver, challenge themselves and look to their future. It has helped them to examine issues such as housing when they get released and question what they want from their future, which has led peers having a brighter outlook for the future. One peer was due to complete level two of a peer mentoring course as THREADS had inspired him to help other people. All of the Peers stated that they would recommend THREADS to other prisoners.

"What THREADS did was say, okay, well, you're doing this well [peer's name] but let's be a bit braver now. What about next month? What about on release? What about this? What about your future? You know, what's happened with your family before? What's happened to your friends in there? It kind of was giving me this whole roadmap..." *Peer*

Both Peers and Stakeholders recognised the benefit of having a hard copy of the mind maps for Peers to take away and reflect upon in their cells. This provided prisoners with a distraction and focus and in some cases from thoughts of suicide or self-harm. The mind map documents also served as a reminder and something they could revisit and use for future guidance.

"Doing the mind maps and having a written document is something to help me reflect back on if I'm struggling with an issue, I can look back at the map to help with a lot of questions I've done on maps to help me find the answer. It also shows how much you've improved over the last year." *Peer*

"I think we certainly saw some behaviour change in individuals, because they were getting that level of supervision, that level of support, and that they were exploring their problems by using the mind maps." *Prison staff*

Stakeholders recognised that although difficult to measure, there was a reduction in self-harm and suicidal thoughts in many prisoners engaged with THREADS. This was supported by many Peers who confirmed that THREADS had been a lifeline of support leading them away from suicidal thoughts and self-harm and enabling them to adjust and cope with prison life.

"I can't emphasise enough that I would quite literally say that it probably helped save my life and I'm here today talking. I'm not going to mess around and just make it all cheesy like it's lovely because it's such a harsh environment." *Peer*

"I haven't tried to take my own life, thankfully, but that's because of THREADS." *Peer*

Stakeholders and Peers also recognised that for many they were now more active on the wing and had stopped self-isolating in their cells. Others had seen an improvement in their mental health and general wellbeing. Stakeholders felt that the ability to talk openly and honestly to a trusted equal was seen to reduce frustration for prisoners and therefore positively influence their behaviour and aid their mental health.

"We have seen those prisoners that have stopped self-isolating. We've seen those that have stopped self-harming, we've seen those that have re-established links with their families because they're happier living in their own skin, and those some of that have come off constant watches, some reduce the severity of the self-harm that they're administering to themselves, we've had those that have got jobs because they've been able to demonstrate through positive social behaviours that they are less of a risk and become more responsible." *Programme staff*

All stakeholders have seen a shift in behaviour of those prisoners who had engaged with THREADS with some standing out as having 'turned themselves around' in both their behaviour but also their use of drugs. Examples were given of Peers who had rebuilt their relationship with staff and were now able to access areas, employment /wing jobs which they couldn't have got before as staff were unable to place them in a trusted position. Yet, they were now thinking differently and getting much better outcomes and presenting a more positive approach to prison life.

"We've had people get onto wings they couldn't normally get to because their behaviour, completely rebuilt their relationships with staff" *Prison staff*

Prison and Prison staff

For some it was felt that there had been little effect on the Prison or Prison Staff as it had been implemented at the wrong time, with little operational staff input.

"I don't think it has and that's because I think it came in at the wrong time and was implemented in a way of having it done to and not done with" *Prison staff*

However, THREADS was seen by all stakeholders as valuable to the prison as a route to tackle low level issues and provide prisoners with a support network that would require little operational demand. The peer-to-peer approach was widely recognised by all stakeholders as highly effective in a prison setting and was viewed by all as a useful tool available to prison staff to support prisoners with their mental health. The benefits of having THREADS Facilitators able to share intelligence in support of prisoners has, in some circumstances, also allowed staff to tackle bullying and reduced the use of drugs and weapons in prison.

"I think just having another trained peer workforce that is adding to the benefit of the regime, having additional sets of eyes and ears on the wings and the landings so we know some of the intelligence that they shared they've been able to cease drugs, weapons, other contrabands. There has been some really important intelligence in relation to perhaps gangs and bullying, and other things that again, because you've got those ears and eyes on the wings and the landings that's been really, really important." *Programme staff*

THREADS was also recognised by the majority of Stakeholders as improving the relationships between prisoner and staff. It was felt that through the mind maps prisoners had been able to consider their reactions, develop self-control and change previous behaviour and thought patterns. It was felt that through the use of the mind maps they had seen a reduction in the frustration that had existed for some prisoners which in turn was seen to aid a reduction in violence and self-harm. One stakeholder identified that this reduction in violence and self-harm made for a safer working environment for prison staff as there was undoubtably a traumatic effect on staff when dealing with and witnessing self-harm incidents.

"I mean, without a doubt, it's kind of improved relationships between prisoners and staff, which obviously contributes to levels of violence within the prison." *Prison staff*

It was recognised by a number of Stakeholders that THREADS, although difficult to measure its outcomes in the traditional way, its softer measure outcomes actually supported a cultural change by addressing the low level behaviours, being preventative rather than reactive and through changing the way both prisoners and staff interact. The power of receiving empathy from a peer and instilling hope and resilience and changing the way people think and work together was felt to have cultivated a positive cultural and behavioural change amongst the prison community.

"A culture change, culture isn't driven by KPIs or by cost, its driven by changing the way people think and the way people work together, and the way people interact with each other, and how staff support prisoners and how prisoners support prisoners, how staff support staff, it's all those things." *Senior prison staff*

Stakeholders also felt that beneficially for the prison and prison staff there had been a reduction in the number of ACCT reviews and the one-to-one support required by prisoners as the THREADS programme was keeping prisoners occupied and engaged and enabling them to make sense of their thoughts and improving their mental health.

"The amount of ACCT reviews and the amount of kind of one-to-one support people are having to give (has reduced) because actually, prisoners are occupied, and they're engaged with something which they potentially weren't doing before." *Prison staff*

6. Process Learning and Reflections

In the early part of 2023, qualitative interviews were conducted with THREADS stakeholders, in order to understand the successes and challenges in delivery, and learnings. Focus groups were also held with THREADS Peers and THREADS Facilitators to understand their experience of the programme and any areas that worked particularly well or areas that could be improved.

Peer-led Approach

Stakeholders recognised that the peer led element of the programme was the key to its success and that having little uniformed interaction removed a big barrier, enabling prisoners to speak openly and honestly and be supported entirely by someone who can relate to their situation. All stakeholders were advocates for Facilitators within prisons, recognising that they play a critical role in providing support and guidance to fellow prisoners.

"I think one of the biggest successes is that, because it's a peer led course, and there's very little uniformed interaction, I think that's a big key to the success of the course as well. That immediately gets rid of one of the biggest barriers." *Prison staff*

"Peers helping peers is really powerful and it doesn't have to be complex, we sometimes approach these things and we want this gold plated standard model that's all singing all dancing but actually, sometimes just a really good chat and trying to understand things is the way to do it and certainly THREADS helped some prisoners do that." *Senior prison staff*

This too was the feeling of all the Peers who participated in the focus groups. They felt able to be more open and honest with a fellow inmate who understood the challenges and struggles they face on a day-to-day basis. It was recognised that Facilitators provided empathy, understanding, and offered practical advice on how to manage stressors, deal with conflicts, and make positive changes in their behaviour contributing to a more positive prison experience.

"Of course, it's made a difference that they were prisoners absolutely because they have tangible skills of what the prison experience is, what it's like to be banged up, what it's like to cry in the cell alone at night. They know they've been through it." *Peer*

"You feel more able to go to a prisoner than you are a member of staff because you think the member of staff is judging you or questioning what you're doing before you say anything. So just kind of drop that little barrier before you can get anywhere first." *Peer*

Stakeholders also highlighted that Facilitators assisted in reducing the rates of violence, drug abuse and self-harm within prisons. They were seen as often the first line of defence in identifying and addressing mental health issues that prisoners may be experiencing enabling staff to provide further support. In addition, they were seen to be effective, using the mind maps, in promoting healthy behaviours, including physical exercise, and helping prisoners to reflect on previous behaviours and reintegrate into society once they are released.

Mind Maps

Facilitators found the mind maps very helpful and were impressed with how effective they were with helping peers to think clearly. They found the mind maps were a useful icebreaker to start discussions but found some Peers were reluctant initially to write personal things down. For some the programme worked best when the Peer worked on the mind maps in their own time without the pressure of someone looking over them and the flexibility of the programme allowed for this.

"I've enjoyed it. It's self-rewarding, satisfying, and it's good for peers as well, as it helps them maintain emotions, and try to help them identify what needs changing. Through the mind maps, it gives them a different perspective and helps them identify where they're going wrong and what they need to do to address their issues." *Facilitator*

The number of mind maps was discussed within the focus groups as some Facilitators felt there were too many, especially for a remand prison such as HMPPS Exeter and suggested 4 – 6 mind maps may be more appropriate or reducing the number of mind maps on an individual basis. However, some Facilitators liked the broad range of topics which the mind maps covered and felt the additions from 9 to 12 maps have further improved this. Other Facilitators felt some of the mind maps overlapped such as 'What's Important' and 'My Family'. One Facilitator found the 'My Money' mind map the most interesting as many prisoners have financial issues. The exploding cola bottle mind map was popular as most people understood the cause-and-effect model. The Release mind map was highlighted by one peer as the most important map as many prisoners have to deal with homelessness and a lack of support when they leave prison.

"I think what I liked about the maps with the past, present and future is they would do it in a session but then they would always come back to the same map and add on more because they've actually sat down and thought about it and see how they've forced change and how they actually think I'll do this instead of this and that. I've really enjoyed seeing that." *Facilitator*

Resource Intensive

The biggest challenge highlighted by all stakeholders was how resource intensive the THREADS programme was to run due to the lack of HMPPS resource or dedicated administrative staff. The time required by staff to implement the programme, which had

not been accounted for at the bid stage of the project put additional pressure on prison staff. Tasks including photocopying and producing THREADS booklets, ordering activity packs, updating NOMIS, and collation of the feedback forms were all time consuming and saw staff doing this in their own time, at home, outside of their working hours.

"It was quite time consuming with some even small things like the photocopying of the books, ordering of activity packs and things like that. They're all tasks that take a little bit of time..." *Prison staff*

"In the bid, no HMPPS resource was allocated to it. It is completely peer led, which is brilliant model, but anything that happens in prison needs some governance or assurance surrounding it, which we struggled to find. Local safety teams are probably the most under resourced in the establishments, so to ask them to take that on was a lot to ask." *Prison staff*

RECOOP project staff recognised their oversight of the time commitment required by the operational staff team and extra resource available from the Innovation Grant and money from the DND prison group secured approximately six months of overtime.

Lack of Operational Staff Support Role

It was identified early on that it is crucial to have the involvement of operational staff to facilitate the programme. Without their understanding, contacts and involvement implementing a programme like THREADS is a challenge.

"I think since we identified that it was really crucial to have operational staff involved, that's when it really started sort of coming together. I feel that's when it really got legs and is working a lot better now that the operational members of staff are involved. So that was a massive kind of like lightbulb moment" *Programme staff*

Covid 19 Pandemic and a Restricted Regime at Guys Marsh

The restrictions implemented during the pandemic saw prisoners locked in their cells for large parts of the day with very limited movement around the prison or time out of their cells. The operational demands required during this time, staff shortages due to sickness, and managing cohorts of prisoners made the implementation of THREADS a challenge. Most prisoners were prevented from attending activities including education and other support services. However, once restrictions lifted slightly, THREADS for the most-part was able to keep running, with testing, due to its one-to-one delivery. There were concerns however that the disruption of Covid had set back the implementation and impact of THREADS and despite being extended, it would not be extended enough to give a true reflection of the impact of THREADS.

"COVID did make it tricky. There's absolutely no doubt about that, you know, we're on cohorted regimes and then the cohorts couldn't and didn't mix. So that made it extremely problematic." *Senior prison staff*

Similarly, to the restrictions caused by Covid, Guys Marsh has been operating a restricted regime due to staff shortages since December 2022 making it difficult to prioritise and give THREADS the focus and time necessary to implement it. Again, it was felt that this

will have negatively affected the outcomes that THREADS could have achieved at HMPPS Guys Marsh.

"We've had the added complication of a very restricted regime that came in December last year where we're not running anything, and we're still in that position where we're not running. So, I've spoken to the lads, they are keen to do it, but they just physically can't at the moment, we really have been hit with lots and lots of hurdles." *Prison staff*

Staff and Prisoner turnover

RECOOP project staff found the consistent staff turnover and staff shortages a challenge when implementing THREADS. Having to continually re-promote the programme with new staff and gain buy-in was difficult. The implementation also required project staff to be flexible to the regime as there were occasions when staff shortages meant that they were unable to unlock prisoners to allow for training.

"The constant changing of staff, again, is having to re-market, re-promote, resell it, build that working relationship with new staff members, particularly middle managers." *Programme staff*

"Sometimes we couldn't do anything because the wasn't enough staff to unlock, so it's just ongoing flexibility and tenacity to try and work around the operation and the regime." *Programme staff*

Prisoner turnover was also highlighted as a challenge. It was felt by many stakeholders that the differences in prisons had not been considered at the planning stages of the programme and that a one size fits all approach was not suitable. As a remand prison HMPPS Exeter, where the average stay is six weeks, prisoner turnover was an issue given that THREADS was a ten-week course. Prison staff were finding that those who had been trained as Facilitators were moving onto other prisons, and Peers who were also only a few weeks into the programme were also moving on before completing THREADS, with no plan in place to re-establish the next group coming through or facilitate a continuation of THREADS at their next prison.

"The only negative to that the average stay at Exeter at the moment is about six weeks. It is essential that we welcome prisoners in and make sure they know what's available to them and who they can turn to and what services are here for them at Exeter. Equally, some prisoners aren't ready for that on day one, or day two or even day three." *Prison staff*

Subsequently, the issue of prisoner turnover was addressed early-on in the programme, and Exeter amended THREADS delivery to take places for two sessions over 5 weeks. RECOOP had been aware that the Exeter would require a different approach and sought to adapt this once in place where the most suitable options could be considered and tested.

Staff Buy-in

Staff buy in and referrals are crucial to the success of any programme. When staff members support a programme, they are more likely to facilitate it and drive its success.

Additionally, when staff members refer others to the programme, it can help to spread awareness and increase the programme's reach, which can also lead to increased participation. Further, if staff members are not fully supportive or do not refer others to the programme it can hinder the programme's success. Although staff buy in was seen as successful it was also acknowledged that initially there were challenges in driving this engagement with operational staff. It was recognised that the prison system encounters numerous initiatives that come and go and so prison staff were reluctant and sceptical of another initiative.

"Initially I would say there was a lot of pushback, I would say that working within the prison service schemes come in all the time, and then they seem to go, so there is a lot of resistance from staff who were saying it's just another program that's coming in and won't be in for very long, and it will just disappear. I don't get that anymore. all the feedback comes to me, and it's very well accepted." *Prison staff*

This was also felt by Facilitators who reported initial challenges with some prison staff who were not aware of THREADS and not fully on board with the programme. This changed over time and prison staff allowed Facilitators to move between wings to meet peers. All Facilitators acknowledged that new initiatives could take time to become established and accepted amongst prison staff.

"There was some initial resistance and pushback, as they [prison officers] weren't used to Facilitators wandering around, but we're trusted prisoners, so asking to go from wing to wing and spend time with prisoners, that's changed over time. Some [prison officers] were initially sceptical but I think overall they see the benefits to them in their job role, as the prison is quieter and more relaxed, as we're dealing with people's issues. It's a huge benefit to the prison." *Facilitator*

Although there was some initial push back amongst some prison staff Stakeholders highlighted the commitment and support of staff as a key success of the project. Despite historical difficulties in engaging prison staff with 'yet' another pilot project, and one which required unexpected resource in an under resourced period, staff have invested their own time in making the project work as they could see the benefits to the programme. This was also evident in the number of referrals received including from the mental health team.

"I feel that it's just been really well received, we're getting referrals from different departments, mental health team for one they are regularly sending us referrals for people that need support. That's what's gone really well. It's just really been accepted." *Prison staff*

To ensure staff buy in and referrals, the importance of communicating the benefits of the programme to staff, providing them with relevant information and training was recognised. In some prisons it was felt that they had not been able to promote the programme as well as others and felt that despite good knowledge of the programme it was not completely embedded or thought of in the first instance when referring prisoners to support.

"I think we struggled and didn't promote it as well as we could have. We tried various things, we visited various departments, visited wings...held meetings." *Prison staff*

"I think in terms of addressing that (buy-in) we just really ramped up the presence of it with lots of posters around wings, lots of staff briefings, do a weekly newsletter, and just put lots of information about THREADS about, you know, what it does, what it helps, what we need from staff. I think we did overcome it. We saw a massive increase in referrals from operational staff once they actually saw the benefits of it." *Prison staff*

Training Resource

Another challenge raised by stakeholders was having only one THREADS trainer available to what is a wide geographical spread of prisons in the Devon and North Devon group. The suggestion of having another trainer available or training prison staff to deliver the training under supervision and sign off by RECOOP would enable more Facilitators to be trained in a timelier way.

*"I think that another detrimental factor was *(trainer's name) time and ability to actually get around to all these establishments, and then maintain that commitment of ten peer support mentors per establishment. Whether that resource came from RECOOP or whether that resource came from HMPPS, I think there's some benefit there to have a second person who could co-deliver."* *Prison staff*

Positively, reflecting on the delivery of the pilot all stakeholders praised the relationship they had built with Recoop and the quality of the training provided. RECOOP staff were described as supportive, flexible and tenacious. The celebration event held along with the monthly meetings and comprehensive action plan were all well received.

"Training sessions were delivered really, really well, and our training facilitator, she's really accommodating." *Prison staff*

Overall, the Facilitators felt the training they received was very good, in-depth, educational and an enjoyable experience. There is a lot of content to absorb, especially if someone is completely new to peer supporting. Some Facilitators suggested spreading out the content over a longer period of time so that information could be digested properly. This would also allow time for Facilitators to take part in their regular scheduled activities such as gym sessions, which are important for their mental health.

THREADS Facilitators also raised that they would like more support when transitioning from training to practice. New trainees often shadow more experienced Facilitators to get a feel for how it works in practice, however they feel more is needed, and suggested using role play scenarios in training to give new Facilitators an idea of how things may play out in practice.

"The transition is very rushed because of the vast amount of info that you need to process, then you're kind of off on your own. So, the course has been very beneficial and successful and we've seen a lot of changes in the prison because of it, but it definitely needs to be more relaxed and over a longer period of time." *Facilitator*

Communication with other Departments

One of the challenges raised was the communication across departments, particularly with security and activities during the early stages of the programme. Ensuring that the wider departments who were critical to the running of the programme were aware of the expectations and requirements of the Facilitator role required their complete buy-in and support. However, as this was more established, and there was more understanding things ran more smoothly.

"(It's challenging) when there's some lack of communication through certain areas. So, when we're looking at trying to get guys through the security system, to make sure that they are appropriate to be trained in activities, I had a few guys where I did their training, and then two of them were told no, they're not appropriate to train." *Prison staff*

Many of the Stakeholders found bringing in and setting up a new programme, agreeing pay, conditions and the requirements of the role with other departments proved difficult. This was echoed by Facilitators who also raised the challenge of having to do the role within their own unlock time, whereas other roles in the prison had additional time e.g., cleaning and servery. It was also raised that the pay is lower than other roles which may mean ideal candidates might not choose to become a Facilitator in favour of a role with higher pay.

"At the start trying to bring the scheme in trying to get other departments on board, like speaking to security and making sure they knew what the expectations for Facilitators were and how they needed to risk assess them, and what category clearance they needed and agreeing the pay scale for them. That was what was challenging." *Prison staff*

7. Importance and Additionality of THREADS

All stakeholders felt that THREADS was an important programme and that there was an ongoing need in prisons for this type of peer support. It was felt that THREADS currently fills a gap that exists to address low level behavioural issues for prisoners who are seeking support but may not meet the criteria for more formal interventions. It was perceived as a more preventative programme, encouraging and supporting prisoners before they are in crisis.

"For me, the THREADS project is something that can support anybody and that's one of the main things for me is that anybody can get support, there is no tick boxes, there is no criteria." *Programme staff*

"I think it picks up some of those complex individuals that don't quite meet the threshold for ACCT, they don't meet the threshold for segregation or for CSIP. It's kind of that low-level intervention." *Prison staff*

The person centred, trauma informed approach allowed peers to have control and flexibility of the process empowering them to take responsibility for their choices and

behaviour and begin to think differently about both their pasts and future. The importance of this being delivered by those who have lived experience was seen to be mutually beneficial to both the THREADS Peers and the prison staff. With minimal staff interaction, this is a tool that can be used on the wings with little resource.

"There's always going to be need, we are resource limited, we are budget limited and therefore, such programmes as THREADS coming into the prison is always going to be beneficial as long as it's done in the right way, which it has been." *Senior prison staff*

THREADS also currently provides employment opportunities to prisoners in the form of Facilitator roles which as described earlier has had a positive impact on both them and the peers they support. Prison staff also noticed that of those peers that had been supported many had gone on to get wing jobs and secure employment facilitating a more positive prison experience.

Although there are various support services available to prisoners it was felt that THREADS was unique in its person-centred approach, and its use of purposeful activity to untangle thoughts. THREADS was seen as more powerful given its delivery by a fellow prisoner and its use of mind maps. As THREADS is delivered one to one, on the wings, it was also a service that could be accessed through out the pandemic and potentially during staff shortages/restricted regimes. It was also recognised that with enough trained Facilitators each supporting a caseload of 6-8 people, enables a much greater reach of support using less staff resource and therefore mutually beneficial to prisoners and prison staff.

"I think it's empowering prisoners to help themselves. I always think our prison system is wrong. We bring prisoners in and we tell them what time they're going to have their meals, what time they have to get up, what time they have to go to bed. We don't give them any self-responsibility. This gives self-responsibility to the individual, so I think it's really powerful" *Senior prison staff*

"Difference between THREADS and other peer led engagement is that THREADS has a semi structure around it using mind map exercises, with measurements and outcomes. Other peer stuff all support peers, but there are no measurement of outcomes, so THREADS is unique." *Prison staff*

8. Sustainability and Importance of THREADS

All Stakeholders hoped that THREADS would continue and agreed that it could be sustainable given the right funding and resource. Stakeholders and prisoners themselves felt that the programme had a long-term future within the prison estate but recognised that there are efficiencies to be made.

"I think there is potential because it's not a really expensive program or anything. But I think it probably needs some work on maximising efficiency and on viability in the operational environment, in terms of most obviously, transfers". *Senior prison staff*

"It depends on who pays for it. I mean, once it's set up and running, it's easy to run. It's the data collection and the paperwork and the resources side of it, as long as there was a clear, simple way of acquiring that and the data collection was toned down a little bit, it's 100% sustainable." *Prison staff*

Stakeholders expressed their concern that should THREADS not continue that there could be a negative impact on those prisoners currently engaged as Peers or Facilitators, this was also echoed by Peers and Facilitators themselves.

"It's been really, really positive. I worry that if we don't continue it, it's going to leave a void and we've seen this before, with pilots and other programmes we put in, and you take them out and then what are you're left with?" *Senior prison staff*

"Let's be clear, there is nothing else in the prison like it. There is nothing that sits down with an individual and helps them to realise they can do something and can get the help to do it. The only other thing close is counselling." *Facilitator*

What's Next

Both Recoop Project staff and Peer and Facilitators themselves felt that there would be a benefit to taking THREADS into the community, potentially in collaboration with Probation or local hostels providing continued support and opportunities to those newly released and re-integrating back into society.

"There is no reason it couldn't continue to provide jobs to those who have learned within the prison establishment to give people jobs outside… people understand and trust in THREADS as a brand. So, it could be used outside prison as well." *Facilitator*

"I think one of the most important bits that we learning from the male estate is there is nowhere for them to take it when they move out in the community. So, it's exploring what we can do with probation." *Programme staff*

9. Key learnings for Scaling-up

Several suggestions were raised when considering scaling up the THREADS programme including early HMPPS buy in along with administrative and training support. However, an important learning was highlighted in that with all the best intentions and well laid plans any programme will need to adapt to the environment and the operational pressures that arise within the prison setting; something which THREADS was able to do through Covid and restricted regimes.

"It does feel like that's one of the takeaways and sort of learning points is not to think that you can sort of design everything in advance and plan everything in advance, you will absolutely need to be able to respond to the environment and to the operational pressures and they've done that really well." *Senior prison staff*

Early HMPPS Buy-in

All stakeholders felt that it was critical to seek early buy in from the HMPPS and key staff along with some match funding. The importance and need for operational support and buy in was overlooked for the pilot but was a key learning. It was recognised that operational insight and knowledge are required to drive a programme such as THREADS within the establishment. It was suggested that when scaling up that there is early consultation with HMPPS, more promotion with staff and key departments, and crucially the recruitment of champions to promote the programme and engage staff. Moving forward it is critical to ascertain where the programme sits and with which department, assigning an operational staff member of staff to have ownership and drive it using their experience and network.

"(A key learning point is) getting a staff member in place, whether that is a full-time member of staff that's working or whether you've got an operational member of staff that does it on a part time basis with admin support, which would probably be better, making sure that they're in play and making sure that you know, you've got the buy in really." *Programme staff*

Administrative Support Role

A major consideration to scaling up and improving the service is the need for a dedicated THREADS resource. The biggest challenge to emerge from the pilot was the lack of resource and the resultant time pressure that put-on prison staff. Going forward there is a need for a dedicated staffing resource to provide administrative support. This role can then support with the organisation of the basics of the programme such as ensuring there is a room, stationery and printing resource. It was highlighted that if the THREADS paperwork and packs were to be outsourced to other prisons with publishing resource this would be both more efficient and cost effective. Many prison staff had to print packs individually from office printers which often ran out of ink, and the replacement of coloured ink was costly and often.

"(A key point is) making sure that you've got the admin side in place, making sure that the packs are there and making sure that all the paperwork, documentation, and everything like that is in place." *Programme staff*

Training Resource

The need was recognised for more training resource should the pilot be rolled out more widely. With the Devon and North Devon cluster of prisons being so widespread having only one THREADS trainer proved difficult especially for prisons such as HMPPS Exeter who have a high turnover of prisoners and therefore require more regular Peer Support training to maintain numbers. It was suggested that consideration could be given to training prison staff to deliver the THREADS training, but with sign off by recoop, to enable prisons to ensure continuity of support.

"So, understanding the geographical spread, and the distance between our prisons, understanding the need to support it with administrative support. That'd be the learning to me, which will inevitably make it a more costly model." *Senior prison staff*

10. Social Return on Investment Analysis

The final phase of the evaluation report draws together all insight collated during the course of the research to inform a Social Return on Investment analysis (SROI). SROI is a pragmatic form of social cost-benefit analysis that uses quantitative and qualitative methods to value relevant costs and outcomes; it is recommended in the HM Treasury Green Book for assessing the impact of interventions on wellbeing (Makanjuola et al, 2022). SROI takes a social perspective and considers outcomes that are relevant to a range of stakeholders. It measures the value of benefits against the cost of achieving those benefits (New Economics Foundation, 2008).

As a programme, THREADS seeks to create improvements for prisoners in their mental health and wellbeing and reduce instances of suicide, self-harm and violence. Therefore impact is seen not through the bottom line, but rather through social impact. This SROI analysis seeks to evidence how THREADS has changed Peers' wellbeing, and address the social value of this intervention.

The SROI presented here focuses on the duration of the THREADS programme, examining the social return on investment generated by two years of service delivery[6]. It is an evaluative, retrospective SROI analysis, and draws on resources from Social Value UK; HACT Social Value Bank; and the Short Warwick Edinburgh Mental Wellbeing Scale (SWEMWBS).

SROI Analysis and Results

'SROI measures change in ways that are relevant to the people or organisations that experience or contribute to it. It tells the story of how change is being created by measuring social, environmental and economic outcomes and uses monetary values to represent them. This enables a ratio of benefits to costs to be calculated. For example, a ratio of 3:1 indicates that an investment of £1 delivers £3 of social value' (The SROI Network, 2012).

Results presented below detail all steps taken to arrive at as accurate a view as possible of social impact related to delivery of the THREADS programme. As there are many contributing factors to outcomes in individuals' lives, results offer an indication of the impact THREADS has generated and contributed to, with adjustments made, as appropriate, to reflect external factors beyond the scope of the evaluation.

Stakeholders

With the project scope defined, an initial first step was to identify stakeholders, and reach a decision on which of these should be included in the SROI analysis. Stakeholders are all of those people, organisations and systems which may affect, or be affected by, the delivery of the THREADS programme. A summary of stakeholders considered is included

[6] Although THREADS was funded for two years of delivery, the programme saw delays due to COVID restrictions and other operational challenges, and this should be considered when interpreting the findings.

below, but further detail may be found in the Stakeholder Table (Appendix 3). This map details which stakeholders have been included and excluded in the analysis, with an explanation for the rationale behind these decisions, alongside a summary of associated stakeholder impacts.

- Peers being supported by the THREADS programme
- Facilitators (those supporting the peers)
- Family members, relatives, friends and associates of the Peers and Facilitators
- The THREADS delivery team (Recoop; operational prison staff)
- The prisons taking part in the programme
- The wider prison sector – HMPPS

Inputs

In order to conduct the SROI analysis, it was necessary to ascertain the financial value of inputs to include in the model. Knowing the costs allocated to the programme's service delivery is vital, so that any returns can be compared to investment. This figure represents the total financial investment which was required to run the THREADS programme between April 2021 - March 2023. Through consultation with the THREADS management staff and relevant financial accounts, the following costs were identified. The total HMPPS Innovation Grant funding for the programme was £195,517 (see Table 2 for a breakdown in costs). However, relatively early in the programme delivery it was acknowledged that additional operational staff time and resource would be required to ensure the smooth running of the programme. Recoop and operational prison staff provided an approximation on costings of operational roles and hours required to efficiently run the THREADS programme. The roles include a Custodial Manager, an Officer and an Admin role, all for five hours per week. Five hours per week is estimated as the maximum time needed and this has been used in the SROI analysis. The total cost of these roles for 2 years of the programme is calculated at £25,932.40 (see Table 3 for breakdown in costs). It might be that once the programme is more established in the prisons, less operational/ admin resource would be required, but for the purpose of the SROI we have ensured an approximation is included to reflect an input cost that is as accurate as possible. It should also be acknowledged that this estimate is based on running the programme during a period when it was stalled due to COVID restrictions; so when at full capacity the programme may enable a far greater number of Peers to be supported at comparable input costs.

An additional grant of £250 was awarded by the Aldo Trust to provide items such as fidget toys for the Peers on the programme. Therefore, the total cost of inputs is estimated at **£221,699.40** and covers all staff and running costs for the delivery of the THREADS programme across the operational period.

Table 2: Allocation of HMPPS Innovation Grant Funding

Eligible Expenditure	Year 1 (not operational delivery) 2020-21 (£)	Year 2 2021-22 (£)	Year 3 2022-23 (£)	Total (£)
Staff resourcing / management	13157	68,625	67442	149,224
Staff Development	30	400	400	830
Travel/ Parking / Subsistence	0	1,000	2,500	3,500
Telephones	40	250	250	540
Resources (inc design/printing/Evaluation)	243	9,014	17,084	26,341
Contribution to Corporate Costs (inc IT)	1,882	7,200	6,000	15,082
Total	15,352	86,489	93,676	195,517

Table 3: Approximation of additional operational staff resource for running THREADS over 2 years

Role	Salary per week for 5 hours (lower end of pay scale)
Custodial Manager	£110.00
Officer	£72.35
Admin	£67.00
TOTAL per week	£249.35
Est. TOTAL for 2 years	£25,932.40

Outputs

The SROI analysis has been conducted retrospectively, considering outcomes which have already occurred. Monitoring data has been collated, alongside qualitative interviews and focus groups with Peers, Facilitators and key stakeholders. Together these have provided a comprehensive view of the THREADS programme inclusive of both participant beneficiaries and wider stakeholders.

An examination of monitoring data revealed that the THREADS programme engaged with 300 Peers, with 227 of these completing the programme between April 2021 - April 2023. Within the programme, THREADS Facilitators were trained to deliver the peer-to-peer support. A total of 48 prisoners were trained as THREADS Facilitators across the programme duration.

Outcomes

The main aim of the THREADS programme is to support individual prisoners that are at risk of harm to themselves and/or others by supporting them to explore their own thoughts processes and how they might be able to untangle difficult thoughts that may lead to negative actions. Although it is not possible to attribute any reductions in self-harm, violence and suicides to THREADS, anecdotal evidence and wellbeing valuation scores have indicated that individuals are being supported to improve their wellbeing and become more positive. This SROI focuses on the wellbeing change for Peers supported by the programme. In addition, another outcome measured in this SROI is the training provided to the Facilitators to enable them to support the Peers.

Additional outcomes for a number of stakeholders were also revealed through qualitative inquiry but were not sufficiently evidenced to include in the SROI analysis (for reasons detailed in Appendix 3).

Indicators

Following an extensive mapping of outcomes, and decisions on what could reliably be included in the analysis, appropriate indicators were selected for inclusion in the model. Those chosen include the Short Warwick Edinburgh Mental Wellbeing Scale (SWEMWBS)[7]; and the HACT Social Value Bank indicators for job-related training (provided by employer).

SWEMWBS

As highlighted in Section 3 of the report, SWEMWBS scores were collected at both entry and exit stages of support from 189 Peers, meaning it could be used as a mental wellbeing distance-travelled measure for this analysis. The limitation in using this measure is that it cannot be used in conjunction with any other HACT Social Value Bank indicators for each individual (as this would be double counting).

An overall value was calculated for individuals completing both the entry and exit scores, using before and after scores (ranging from 7-35), with the under-25 and 50+ age adjustments being applied to individuals where relevant.

Table 4: SWEMWBS Values (HACT)

Category	Overall SWEMWBS Score	Full Model Value
1	7-14	£0
2	15-16	£9,639
3	17-18	£12,255
4	19-20	£17,561
5	21-22	£21,049

[7] *Warwick-Edinburgh Mental Well-being Scale (WEMWBS) © NHS Health Scotland, the University of Warwick and University of Edinburgh, 2006, all rights reserved.*

6	23-24	£22,944
7	25-26	£24,225
8	27-28	£24,877
9	29-30	£25,480
10	31-32	£25,856
11	33-34	£26,175
12	35	£26,793

Source: HACT (2018)

By way of an example, if a client recorded an initial 'before' score of 15 (category 2 in Table 4), and an 'after' score of 22 (category 5), we would subtract £9,639 from £21,049 for inclusion in the SROI model. To account for deadweight, a standard 27% deadweight was subtracted from the values (as recommended by HACT), which were then summed to calculate the total social value (an explanation of deadweight, which accounts for what 'would have happened anyway', can be seen in below). This figure represents the additional money that participants would need to improve their wellbeing to the same level they experienced as a result of their involvement in THREADS. The formula below illustrates the way in which SWEMWBS model values are used, and social impact values arrived at.

After score model value - Before score model value x (1 - deadweight) = Per person social impact

HACT Social Value Bank Indicators

This analysis has drawn on the HACT Social Value Bank indicators to develop proxies for the SROI analysis. HACT adopts a Wellbeing Valuation approach, which seeks to value activity on the impact it has on individuals' life satisfaction levels. The values, which have been derived using the HM Treasury Green Book guidelines, represent 'the largest bank of methodologically consistent and robust social values produced to date' (HACT, 2014).

The HACT indicator relating to 'Job-related training (employer)' was sourced as a proxy for the Facilitator training. This outcome captures the value of training that is provided by an employer. Prisoners who apply and are successful to take on the role of Facilitator, are then provided with comprehensive training for the role. A total of 48 prisoners completed the training to become a THREADS Facilitator.

Adjustments

This analysis examines impact for one year beyond the year of service delivery activity. This is in line with guidance from HACT on the use of its Social Value Bank values, which do not seek to make an assessment of whether people benefit for more than a year. This is a conservative estimate as the impacts of the outcomes generated from THREADS may continue beyond the measurement of one year. To avoid over-claiming, adjustments for deadweight, attribution, displacement and drop-off, were considered.

Deadweight

A deadweight adjustment allows for a better estimate of the impact of activities, by taking into account the social improvements that would have happened anyway, regardless of any intervention on the part of the THREADS programme. It is a 'what would have happened anyway?' metric – by incorporating deadweight figures, it ensures that only additional social value created is calculated. This analysis has followed deadweight figures as suggested by HACT who estimate deadweights on an outcome-by-outcome basis based on high-quality longitudinal data and national statistics (HACT Social Value Bank, 2022).

Attribution

Participants of THREADS have not completed survey attribution questions related to their recorded outcomes. As a particularly vulnerable group within a prison setting, challenges will always present themselves with respect to survey completion, sustaining engagement and recontacting participants. Being realistic about evaluation engagement levels, and not over-burdening or pressuring operational staff or prisoners was an important consideration for this evaluation. However, due to the fact that it is one-to-one peer-delivered support to tackle specific issues, we can say, with relative confidence, that the outcomes achieved are down to the work of the programme. For the HACT Social Value Bank measure an attribution rate of 90% has been applied. A more conservative estimate was taken with the SWEMWBS mental wellbeing measure (80%), due to the potential for outside factors other than the THREADS intervention to influence outcomes for this particular metric.

Displacement

Displacement concerns the degree to which outcomes achieved have displaced other outcomes, something which is not always relevant in SROI. The displacement figures for outcomes in this analysis have been kept at zero. For SWEMWBS values this is on the basis that experiencing improvements in the state of one's mental and physical health will not have a negative impact on somebody else.

Drop-Off

Drop-off looks at future years, considering if the amount of outcome will likely be less over time or, if the same, be less attributable to THREADS owing to external influence on outcomes. As we are examining impact for one year beyond the year of service delivery activity, in line with HACT best practice, drop-off in the social value map was consequently set to 100% to align with this. The sensitivity analysis outlined later in this report describes the effects of extending the impact duration, and applying different rates of drop-off to the analysis.

Final Financial Proxies

Information on all financial proxies chosen for inclusion in the analysis, together with their sources, and details on the rates of deadweight, attribution and displacement applied in the calculation can be seen in Appendix 4. Below is an outline of the proxies used and the adjusted social value associated with those proxies. SWEMWBS proxies were included in the model for 189 Peers. The Peers had varying levels of uplift or drop in recorded scores,

depending on their particular shift in wellbeing scores, so contributed different financial amounts to the SROI model. The majority of Peers (144) recorded an uplift in wellbeing scores, 37 stayed the same in terms of value, whilst eight Peers recorded a drop in scores.

SWEMWBS total adjusted social value = £803,632.51

HACT Social Value Bank – job related training (employer) total adjusted social value = £40,971.74

Resultant Social Value

Inputs, outputs and outcomes for the two years of the THREADS programme delivery were calculated. The duration of outcomes was conservatively set to one year post-delivery activity. Appropriate adjustments for deadweight, displacement and attribution were then applied, with drop-off set to 100% to align with the one-year activity calculation.

Results showed a total present value of £844,604.25 for the two years which, with input costs for running the THREADS programme subtracted, amounts to a net present value of **£622,904.85** The Social Return on Investment (SROI) value generated is expressed as a ratio of return. It is calculated by dividing the total present value total above by the value of the THREADS investments counted as inputs.

SROI Ratio = 844,604.25/ £221,699.40 = 3.81

As can be seen from the calculation above, a social value ratio (the value per amount invested) of **3.81** has been calculated, indicating that for every £1 spent on delivering THREADS, £3.81 in social value is created.

In considering costs for roll out further afield and service expansion, the SROI model (based on return value of £3.81) could stretch to nearly £845,000 in input costs before hitting a breaking even return of £1 (i.e. reaching a point where £1 invested would yield £1 returned in social value).

Sensitivity Analysis

The social return on investment analysis has been calculated based on all the available evidence; results of extensive research; and a series of informed assumptions.
A sensitivity analysis involves making adjustments to the figures to explore the extent to which results would shift if assumptions were adjusted. In finalising the social return value of £3.81 (a conservative estimate based on evidenced outcomes), a number of tests were run to explore how adjusting the approach taken might impact on the final result, and make a considerable difference to the resultant social return stated in this report.

Extending the duration of outcomes by a single year, not an unreasonable assumption, (with drop-off set to zero) would see the social return value double to £7.62. Adjusting for drop-off, the factor which looks at future years, and considers how much the value of the outcome will depreciate, or become less attributable to THREADS, the social return value falls to £5.71 (this is with a drop-off rate of 50% consistently applied). This indicates that taking a less conservative approach to estimating the duration of outcomes would see the potential social benefit rise considerably and, we believe, based on the research, that this could reasonably be done. However, we have opted to take a conservative approach

to avoid over-stating. Further research would confirm the viability of increasing the outcome duration in future SROI calculations. [See Table 5 – Sensitivity Analysis A.]

Guidelines have been followed wherever possible with respect to deadweight, displacement and attribution, with informed assumptions used in the absence of prescribed values. A further sensitivity analysis was conducted with respect to attribution. Lowering the attribution values by 10% at a time saw a steady reduction in the social value return, as indicated in Table 6. However, even with a 30% reduction in attribution values, the model still returned a value of £2.39 for every £1 invested. [See Table 6 - Sensitivity Analysis B.]

Table 5: Sensitivity Analysis A

Sensitivity Analysis A: Drop-off Sensitivity Analysis	
Duration and Drop-off Status	Return Value
Impact for one year, with drop off set to 100%	£3.81
Impact for two years, with drop off from year one to year two set at 50%	£5.71
Impact for two years, with drop off from year one to year two set at 0% (This less conservative formula assumes the positive impact is consistently experiences by beneficiaries over the course of two years, with no drop-off in that impact as they move into the second year of positive benefits)	£7.62

Table 6: Sensitivity Analysis B

Sensitivity Analysis B: Attribution Sensitivity Analysis				
Attribution Adjustment	Final model value	Final model value less 10% attribution	Final model value less 20% attribution	Final model value less 30% attribution
Return Value	£3.81	£3.34	£2.86	£2.39

11. Conclusion

Exploring the process of delivering THREADS within prisons from a multistakeholder perspective found that the quality of training, staff buy in, and the impact of the peer led approach were areas of delivery that worked particularly well. The power of the peer led, person centred, approach was felt to be key to the success of the programme in the prison setting enabling Peers to speak openly and honestly to a supporter with lived experience. Yet it was highlighted that the programme was resource and time intensive and there was a need for clear ownership within HMPPS along with an operational support role to drive it from within the establishment. It was felt that the introduction of THREADS with the backdrop of Covid and a restricted regime at HMP Guys Marsh impacted the potential of its delivery. The need for more training capacity to combat the challenges of prisoner and staff turnover were also identified.

When assessing the impact of the THREADS intervention tool on those who engage with it, although not possible to evidence self-harm, violence and suicide reductions and attribute these entirely to THREADS (except for some anecdotal evidence from the Peers and stakeholders themselves) there are many positive outcomes that have been analysed and included in the research. Including the reporting of a reduction in self-harm and suicidal thoughts and increased overall wellbeing and mental health amongst prisoners. It has been seen to help create a more open and active prison community, as well as improving relationships between staff and prisoners, and encouraging a shift in prison culture.

The THREADS program has had a positive impact on the Peers, and Facilitators that engaged. Peers expressed their gratitude for the THREADS support and reported an increase in confidence, self-esteem and an ability to be more open, isolating less, and able to use the mind maps to reflect on both their past and future in turn. Peers reported a reduction in self-harm, negative thought processes and behaviour, and an increase in self-worth, empowerment and the ability to see a more positive future. Many Peers were able to re-establish relationships with staff through their positive change in behaviour and in some cases gain employment. THREADS also had a significant positive impact on Facilitators, providing them with a sense of purpose and pride that was reflected in their engagement and commitment to the role, with many supporting Peers outside of session times, acting as role models and having been inspired to continue a similar role on release. It is evident that Facilitators are a vital resource within prisons providing valuable support and guidance to Peers adapting to prison life and struggling with their mental health.

Evidence gathered in the form of the THREADS impact measures and the SROI analysis identified the effectiveness and value that THREADS generates. Notable improvements were recorded for Peers across the THREADS impact measures. Peers were asked at the start and end of the programme to rate their Trust and Engagement (TE), Hope and Purpose (HP), and Resilience, Empowerment, Self-Awareness and Self Value (RESS) on a scale of 1-6 stages, all of which were defined within the THREADS tool. Mean baseline and

final scores across each of the three areas were analysed showing an increase in all areas. These increases were largely similar across all three areas, with a slightly larger increase for HP (1.5 stage increase), followed by TE (1.4 stage increase), and finally RESS (1.3 stage increase).

The research culminated in a social return on investment analysis focussing on the duration of the THREADS programme over 2 years, which has returned a social value figure of £3.81, indicating that for every £1 spent on delivering THREADS, £3.81 in social value is created. A sensitivity analysis has shown how extending the duration of outcomes by a single year, not an unreasonable assumption, (with drop-off set to zero) would see the social return value double to £7.62 (this falls to £5.71 with a drop-off rate of 50% consistently applied). Further research would confirm the viability of increasing the outcome duration in future SROI calculations. This social return on investment analysis suggests that THREADS is delivering considerable outcomes for the people it serves, but also doing so in a cost effective manner. The approach taken to this analysis has been a conservative one, in keeping with SROI best practice, but broader evidence points to further impacts as a result of THREADS, many of which would provide substantial value.

There are likely many unintended outcome consequences beyond what has been within the scope of this evaluation. For instance, there could be considerable knock-on effects for family members of those who benefit from engaging with THREADS. There is a balance to be found in recording outcomes with this vulnerable group, and not over-burdening with additional undertakings, whilst navigating any challenges of conducting research in an operational prison setting. Similarly, there will be outcomes experienced which have revealed themselves through qualitative feedback such as focus groups, interviews or feedback forms, that may be indicative of wider-service beneficiary outcomes, that simply cannot be evidenced sufficiently to scale them up, or to attribute a financial proxy to. For instance, some anecdotal feedback from Peers highlighted that the support from THREADS alleviated self-harm or suicidal thoughts, a huge impact – and factors which would significantly enhance resultant social values in an analysis of this type.

Finally, it was unanimous amongst all participants that there is need for a programme such as THREADS that seeks to prevent rather than react to prisoners in crisis. It was recognised that THREADS currently fills a gap in providing low level behavioural support accessible through self-referral. 70% of those who engaged with THREADS did so via self-referral illustrating the appetite for support. Yet, when considering rolling THREADS out it was recognised that there is a need to be adaptable to prison challenges including staff turnover, shortages, restricted regimes and Covid, in a resource stretched arena. For the successful scaling up of THREADS there will need to be efficiencies made in the running of the programme and will ultimately require adequate funding to continue.

12. References

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Appendix 1: The 12 THREADS Mind Maps

The 12 Mind Maps

Below are some examples of THREADS 'Maps' and how they open up discussion and untangle issues. It is not a prescriptive tool but one that empowers individuals with a strength-based, mind-mapping intervention.



INDIVIDUAL ME

This map is used to get to know the person, to help them understand a little about the past and the things they value.



FUTURE ME

This helps identify possible reasons why a person may be struggling to be positive, whilst also looking at areas that are already working well.

CHILLING OUT

Not sleeping, or sleeping too much, can be the reason appointments may be missed, or the reason for someone feeling grumpy and not wanting to talk to anyone. Looking at how a person sleeps can help understand a little more about them and how they are feeling.

MY MONEY

Writing everything down about money can help them understand their money situation and look at how they can help themselves and get support.

MY HOUSING

This can help someone think about where they have lived, what was good, what was bad, what they like, what they don't like and what is important to them about their home, both in the past and in the future.

MY TIME

How time is spent highlights strengths and what they like to do. This can help make small steps to positive thoughts, goals and actions.

> "Since I started THREADS I've been determined to turn my life around by planning for the future with my TF by doing the mind maps. Before I started my mind was mixed and confused, also scared what might happen in the future, thanks to THREADS I have clear mind."
>
> THREADS Peer



SAME PLACE DIFFERENT VIEW

Repeating patterns of unhelpful or negative behaviours can sometimes be difficult to identify. Being able to understand these patterns can help move away from them.



EXPLODING COLA BOTTLE

Thinking about our own negative behaviour can be difficult as we often don't want to see what we have been doing. Using this map helps identify anything that may be upsetting, how it affects the person and how they can take back some control.



MY CHILDREN

For those with children this can be a challenging and emotional subject. This map offers an opportunity to reflect upon the positive aspects of their child's life and ambitions for their future.



MY IMAGE

This map focusses on how they see themselves and how their perception on how others see them. It can show a great deal about self-thought and how to change it.



MY BODY

Concerns about body image and getting older can be overwhelming, affecting health and wellbeing. Gently untangling these concerns can improve self-esteem.



GETTING BACK OUT THERE

This map explores a change in circumstances from a practical point of view, giving an opportunity to reflect and plan for the future.

Appendix 2: THREADS Self-Scoring Matrix

Self-scoring matrix

Below is a snapshot of the Self-Scoring Matrix (Hope and Purpose). Session scores are recorded at every session and monitor aspects of the peer's journey as they progress through the programme. To date, all those who engaged in the **THREADS** programme showed an increase in scores from their first to last session. Scores are recorded and may be fluid depending on how the peer felt after each session.

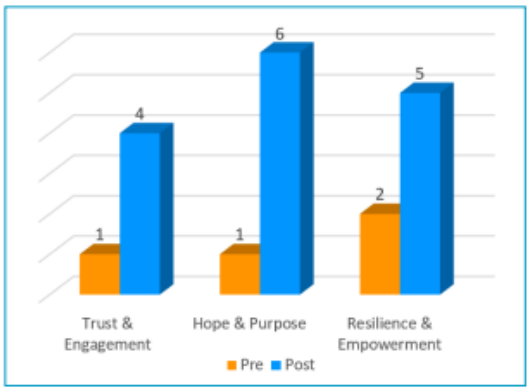
The scores not only help the TP reflect on their own progression but also provide useful data to plot the social return on investment for the prison.

HOPE & PURPOSE						
	Stage 1	Stage 2	Stage 3	Stage 4	Stage 5	Stage 6
Session 1	I don't want to think or talk to any-one about the future					
Session 2			I have started to talk about what is important to me.			
Session 3		I have started thinking about what is important to me.				
Session 4				I am starting to keep myself busy		
Session 5			I am more aware of others and their needs			
Session 6				I have started to make daily goals for myself		

Session	Hope & Purpose
1	1 2 3 4 5 6
2	1 2 3 4 5 6
3	1 2 3 4 5 6
4	1 2 3 4 5 6
5	1 2 3 4 5 6
6	1 2 3 4 5 6

Pre and Post Session Scores

The self-scoring matrix contains statements in all the areas shown on the bar chart to the right. These scores were taken from a Peer in HMP Channings Wood and detail their progression.



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Appendix 3: The THREADS Stakeholders

Key Stakeholders	Outcomes	Inclusion/ Exclusion
Peers being supported by THREADS	Multiple outcomes including improved outcomes in practical issues (such as money, housing, sleep); having a feeling of more hope and purpose; feeling more resilient, empowered, self-aware and having more self-value; and greater trust and engagement.	**Included** as a key beneficiary, with outcomes evidenced through participant surveys (SWEMWBS scores); feedback; and qualitative focus groups/interviews.
Facilitators (those supporting the Peers)	Multiple outcomes including job-related training; increased skills and knowledge; a sense of purpose and value; increase in confidence; and satisfaction in delivering a worthwhile endeavour. In addition, some stakeholders acknowledged that Facilitators may experience a negative impact on their own wellbeing when supporting Peers with distressing issues.	**Included** – outcome of job-related training evidenced through training provided by the programme (using HACT Social Value Bank outcome). Other outcomes **excluded**, as although valid, a lack of sufficient evidence.
Family members, relatives and friends of the Peers and Facilitators	Potential knock-on effects for those closest to the Peers and Facilitators who are experiencing positive outcomes, e.g. enhanced relationships. However, this was not explicitly explored through the research	**Excluded** due to lack of evidence; any evidence was small scale and anecdotal, and challenging to allocate reliable proxies to. Scope for further research here.
The THREADS delivery team (Recoop and prison staff)	Capacity building within the organisations as a result their involvement in the THREADS programme. Prison staff: both additional workload pressure and alleviation of workload (additional workload for programme operation and set-up but support is peer-to-peer so prison staff not involved in the support element).	**Excluded** as although present and valid, these were not formally measured, and are secondary to primary service delivery aims ad objectives.

Prisons taking part in THREADS	Benefitting from the advantage of having somewhere to refer prisoners to for support. More prisoners supported. Potential for reduction in self-harm, violence, and suicides. Although not formally measured, some discussion with stakeholders around the potential reduction in bed watch costs for those Peers that may have needed bed watch without the support of THREADS.	**Excluded** – some outcomes present and valid but not formally measured.
The wider prison sector - HMPPS	Potential of benefitting from a more joined-up service. Potential of benefitting from a greater number of prisons at risk of self-harm, suicide and violence being supported. Potential for reduction in self-harm, violence, and suicides in custody.	**Excluded** – outcomes not formally measured and would require further research.

Appendix 4: Financial Proxies

Outcome	Quantity	Proxy	Proxy Source	Deadweight	Displacement	Attribution	Impact
Job-related training	48	£958	HACT Social Value Bank - Job related training (employer)	1%	0%	10%	£40,971.74
SWEMWBS - varying levels of impact	1	-£16,558	HACT - Valuing Improvements in Mental Health	27%	0%	20%	-£9,669.87
SWEMWBS - varying levels of impact	1	-£12,244	HACT - Valuing Improvements in Mental Health	27%	0%	20%	-£7,150.50
SWEMWBS - varying levels of impact	1	-£7,443	HACT - Valuing Improvements in Mental Health	27%	0%	20%	-£4,346.71
SWEMWBS - varying levels of impact	1	-£4,130	HACT - Valuing Improvements in Mental Health	27%	0%	20%	-£2,411.92
SWEMWBS - varying levels of impact	1	-£2,171	HACT - Valuing Improvements in Mental Health	27%	0%	20%	-£1,267.86
SWEMWBS - varying levels of impact	2	-£1,762	HACT - Valuing Improvements in Mental Health	27%	0%	20%	-£2,058.02
SWEMWBS - varying levels of impact	1	-£236	HACT - Valuing Improvements in Mental Health	27%	0%	20%	-£137.82
SWEMWBS - varying levels of impact	37	£0	HACT - Valuing Improvements in Mental Health	27%	0%	20%	£0.00
SWEMWBS - varying levels of impact	2	£268	HACT - Valuing Improvements in Mental Health	27%	0%	20%	£313.02
SWEMWBS - varying levels of impact	2	£325	HACT - Valuing Improvements in Mental Health	27%	0%	20%	£379.60
SWEMWBS - varying levels of impact	2	£1,001	HACT - Valuing Improvements in Mental Health	27%	0%	20%	£1,169.16
SWEMWBS - varying levels of impact	1	£1,024	HACT - Valuing Improvements in Mental Health	27%	0%	20%	£598.02
SWEMWBS - varying levels of impact	1	£1,326	HACT - Valuing Improvements in Mental Health	27%	0%	20%	£774.38
SWEMWBS - varying levels of impact	1	£1,373	HACT - Valuing Improvements in Mental Health	27%	0%	20%	£801.83

SWEMWBS - varying levels of impact	1	£1,569	HACT - Valuing Improvements in Mental Health	27%	0%	20%	£916.30
SWEMWBS - varying levels of impact	3	£1,667	HACT - Valuing Improvements in Mental Health	27%	0%	20%	£2,920.59
SWEMWBS - varying levels of impact	4	£1,762	HACT - Valuing Improvements in Mental Health	27%	0%	20%	£4,116.04
SWEMWBS - varying levels of impact	1	£1,940	HACT - Valuing Improvements in Mental Health	27%	0%	20%	£1,132.96
SWEMWBS - varying levels of impact	1	£2,087	HACT - Valuing Improvements in Mental Health	27%	0%	20%	£1,218.81
SWEMWBS - varying levels of impact	1	£2,129	HACT - Valuing Improvements in Mental Health	27%	0%	20%	£1,243.34
SWEMWBS - varying levels of impact	2	£2,207	HACT - Valuing Improvements in Mental Health	27%	0%	20%	£2,577.78
SWEMWBS - varying levels of impact	1	£2,314	HACT - Valuing Improvements in Mental Health	27%	0%	20%	£1,351.38
SWEMWBS - varying levels of impact	5	£2,428	HACT - Valuing Improvements in Mental Health	27%	0%	20%	£7,089.75
SWEMWBS - varying levels of impact	1	£2,552	HACT - Valuing Improvements in Mental Health	27%	0%	20%	£1,490.37
SWEMWBS - varying levels of impact	1	£2,632	HACT - Valuing Improvements in Mental Health	27%	0%	20%	£1,537.09
SWEMWBS - varying levels of impact	1	£2,728	HACT - Valuing Improvements in Mental Health	27%	0%	20%	£1,593.15
SWEMWBS - varying levels of impact	1	£2,885	HACT - Valuing Improvements in Mental Health	27%	0%	20%	£1,684.84
SWEMWBS - varying levels of impact	2	£3,040	HACT - Valuing Improvements in Mental Health	27%	0%	20%	£3,550.72
SWEMWBS - varying levels of impact	1	£3,313	HACT - Valuing Improvements in Mental Health	27%	0%	20%	£1,934.79
SWEMWBS - varying levels of impact	4	£3,801	HACT - Valuing Improvements in Mental Health	27%	0%	20%	£8,879.12
SWEMWBS - varying levels of impact	4	£4,130	HACT - Valuing Improvements in Mental Health	27%	0%	20%	£9,647.68

SWEMWBS - varying levels of impact	4	£4,314	HACT - Valuing Improvements in Mental Health	27%	0%	20%	£10,077.52
SWEMWBS - varying levels of impact	5	£4,614	HACT - Valuing Improvements in Mental Health	27%	0%	20%	£13,472.90
SWEMWBS - varying levels of impact	2	£4,639	HACT - Valuing Improvements in Mental Health	27%	0%	20%	£5,418.36
SWEMWBS - varying levels of impact	2	£4,746	HACT - Valuing Improvements in Mental Health	27%	0%	20%	£5,543.32
SWEMWBS - varying levels of impact	2	£4,781	HACT - Valuing Improvements in Mental Health	27%	0%	20%	£5,584.20
SWEMWBS - varying levels of impact	2	£4,980	HACT - Valuing Improvements in Mental Health	27%	0%	20%	£5,816.64
SWEMWBS - varying levels of impact	1	£6,178	HACT - Valuing Improvements in Mental Health	27%	0%	20%	£3,607.95
SWEMWBS - varying levels of impact	1	£6,318	HACT - Valuing Improvements in Mental Health	27%	0%	20%	£3,689.71
SWEMWBS - varying levels of impact	1	£6,642	HACT - Valuing Improvements in Mental Health	27%	0%	20%	£3,878.93
SWEMWBS - varying levels of impact	1	£7,010	HACT - Valuing Improvements in Mental Health	27%	0%	20%	£4,093.84
SWEMWBS - varying levels of impact	1	£7,440	HACT - Valuing Improvements in Mental Health	27%	0%	20%	£4,344.96
SWEMWBS - varying levels of impact	6	£7,443	HACT - Valuing Improvements in Mental Health	27%	0%	20%	£26,080.26
SWEMWBS - varying levels of impact	1	£7,967	HACT - Valuing Improvements in Mental Health	27%	0%	20%	£4,652.73
SWEMWBS - varying levels of impact	3	£8,444	HACT - Valuing Improvements in Mental Health	27%	0%	20%	£14,793.90
SWEMWBS - varying levels of impact	7	£8,587	HACT - Valuing Improvements in Mental Health	27%	0%	20%	£35,103.67
SWEMWBS - varying levels of impact	2	£8,769	HACT - Valuing Improvements in Mental Health	27%	0%	20%	£10,242.20
SWEMWBS - varying levels of impact	1	£8,956	HACT - Valuing Improvements in Mental Health	27%	0%	20%	£5,230.30

SWEMWBS - varying levels of impact	1	£8,991	HACT - Valuing Improvements in Mental Health	27%	0%	20%	£5,250.74
SWEMWBS - varying levels of impact	1	£9,110	HACT - Valuing Improvements in Mental Health	27%	0%	20%	£5,320.24
SWEMWBS - varying levels of impact	1	£9,527	HACT - Valuing Improvements in Mental Health	27%	0%	20%	£5,563.77
SWEMWBS - varying levels of impact	1	£9,869	HACT - Valuing Improvements in Mental Health	27%	0%	20%	£5,763.50
SWEMWBS - varying levels of impact	1	£10,078	HACT - Valuing Improvements in Mental Health	27%	0%	20%	£5,885.55
SWEMWBS - varying levels of impact	1	£10,308	HACT - Valuing Improvements in Mental Health	27%	0%	20%	£6,019.87
SWEMWBS - varying levels of impact	2	£10,483	HACT - Valuing Improvements in Mental Health	27%	0%	20%	£12,244.14
SWEMWBS - varying levels of impact	1	£10,523	HACT - Valuing Improvements in Mental Health	27%	0%	20%	£6,145.43
SWEMWBS - varying levels of impact	2	£10,695	HACT - Valuing Improvements in Mental Health	27%	0%	20%	£12,491.76
SWEMWBS - varying levels of impact	1	£11,204	HACT - Valuing Improvements in Mental Health	27%	0%	20%	£6,543.14
SWEMWBS - varying levels of impact	1	£12,244	HACT - Valuing Improvements in Mental Health	27%	0%	20%	£7,150.50
SWEMWBS - varying levels of impact	1	£12,860	HACT - Valuing Improvements in Mental Health	27%	0%	20%	£7,510.24
SWEMWBS - varying levels of impact	1	£13,426	HACT - Valuing Improvements in Mental Health	27%	0%	20%	£7,840.78
SWEMWBS - varying levels of impact	6	£13,621	HACT - Valuing Improvements in Mental Health	27%	0%	20%	£47,727.96
SWEMWBS - varying levels of impact	1	£13,694	HACT - Valuing Improvements in Mental Health	27%	0%	20%	£7,997.30
SWEMWBS - varying levels of impact	4	£14,622	HACT - Valuing Improvements in Mental Health	27%	0%	20%	£34,157.00
SWEMWBS - varying levels of impact	2	£14,796	HACT - Valuing Improvements in Mental Health	27%	0%	20%	£17,281.72

SWEMWBS - varying levels of impact	2	£14,947	HACT - Valuing Improvements in Mental Health	27%	0%	20%	£17,458.10
SWEMWBS - varying levels of impact	1	£15,288	HACT - Valuing Improvements in Mental Health	27%	0%	20%	£8,928.19
SWEMWBS - varying levels of impact	1	£15,557	HACT - Valuing Improvements in Mental Health	27%	0%	20%	£9,085.29
SWEMWBS - varying levels of impact	1	£16,558	HACT - Valuing Improvements in Mental Health	27%	0%	20%	£9,669.87
SWEMWBS - varying levels of impact	1	£16,661	HACT - Valuing Improvements in Mental Health	27%	0%	20%	£9,730.02
SWEMWBS - varying levels of impact	1	£17,224	HACT - Valuing Improvements in Mental Health	27%	0%	20%	£10,058.82
SWEMWBS - varying levels of impact	1	£19,947	HACT - Valuing Improvements in Mental Health	27%	0%	20%	£11,649.05
SWEMWBS - varying levels of impact	2	£20,831	HACT - Valuing Improvements in Mental Health	27%	0%	20%	£24,330.60
SWEMWBS - varying levels of impact	1	£23,295	HACT - Valuing Improvements in Mental Health	27%	0%	20%	£13,604.28
SWEMWBS - varying levels of impact	4	£23,383	HACT - Valuing Improvements in Mental Health	27%	0%	20%	£54,622.68
SWEMWBS - varying levels of impact	4	£24,144	HACT - Valuing Improvements in Mental Health	27%	0%	20%	£56,400.40
SWEMWBS - varying levels of impact	2	£25,145	HACT - Valuing Improvements in Mental Health	27%	0%	20%	£29,369.36
SWEMWBS - varying levels of impact	3	£25,811	HACT - Valuing Improvements in Mental Health	27%	0%	20%	£45,220.86
SWEMWBS - varying levels of impact	3	£27,009	HACT - Valuing Improvements in Mental Health	27%	0%	20%	£47,319.78
SWEMWBS - varying levels of impact	3	£27,184	HACT - Valuing Improvements in Mental Health	27%	0%	20%	£47,626.38
SWEMWBS - varying levels of impact	1	£27,664	HACT - Valuing Improvements in Mental Health	27%	0%	20%	£16,155.78

Total Present Value (PV): £844,604.25

Net Present Value (PV minus Investment): £622,904.85

Social Return (value per amount invested): £3.81

Appendix 5: Glossary of Social Value Terms[8]

Attribution
An assessment of how much of the outcome was caused by the contribution of other organisations or people.

Deadweight
A measure of the amount of outcome that would have happened even if the activity had not taken place.

Displacement
An assessment of how much of the outcome has displaced other outcomes.

Drop-off
The deterioration of an outcome over time.

Duration
How long (usually in years) an outcome lasts after the intervention, such as length of time a participant remains in a new job.

Financial proxy
A financial proxy is a monetary representation of the value of an outcome.

Financial value
The financial surplus generated by an organisation in the course of its activities.

Impact
The difference between the outcome for participants, taking into account what would have happened anyway, the contribution of others and the length of time the outcomes last.

Income
An organisation's financial income from sales, donations, contracts or grants.

Indicator
Indicators are measures that provide information on how much of an outcome is expected to happen or has happened. They can be based on information provided by those experiencing the outcome or from other sources.

Inputs
The contributions made by each stakeholder that are necessary for the activity to happen.

Monetise
To assign a financial value to something.

Net present value

[8] Source: Social Value UK (2017) *Glossary of Social Value Terms*: http://www.socialvalueuk.org/app/uploads/2017/05/Glossary-of-Social-Value-Terms.pdf

The value in today's currency of money that is expected in the future minus the investment required to generate the activity.

Net social return ratio
Net present value of the impact divided by total investment.

Outcome
The changes resulting from an activity. The main types of change from the perspective of stakeholders are unintended (unexpected) and intended (expected), positive and negative change.

Outputs
A way of describing the activity in relation to each stakeholder's inputs in quantitative terms.

Proxy
An approximation of value where an exact measure is impossible to obtain.

Return ratio
Total present value of the impact divided by total investment.

Scope
The activities, timescale, boundaries and type of SROI analysis

Sensitivity analysis
Process by which the sensitivity of a CBA model to changes in different variables is assessed.

Social value
Social value is the quantification of the relative importance that people place on the changes they experience in their lives. Some, but not all of this value is captured in market prices. It is important to consider and measure this social value from the perspective of those affected by an organisation's work.

Stakeholders
People, organisations or entities that experience change, whether positive or negative, as a result of the activity that is being analysed.

Stated preference
Stated Preference valuations use questionnaires to ask stakeholders directly how much they would be willing to pay to have or avoid an outcome. Questions asked to stakeholders can be along the lines of "how much would you pay for this?" or, "would you pay £1000 for this?" Willingness to Pay (WTP) and Willingness to Accept (WTA) are two types of Stated Preference valuation.

Valuation
Outcomes can be more or less important to the stakeholders that experience them. Valuation is a process that assesses relative importance. Financial measures are used as a proxy for value and allow for comparisons to be made between different changes. Sometimes these proxies will relate to actual amounts of money but this is not necessary.