

Peer mentor & peer involvement roles in prison study series

CFO Endeavour wings Peer mentor initiative at HMP Holme House.

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Section 1: Mapping HMP Holme House’s CFO Endeavour Wing model.

This section begins by mapping HMP Holme Houses’ CFO wing pilot model. Section two presents the findings specific to the CFO Endeavour wing. Details of the study design, methods and data collection activities undertaken at HMP Holme House, and final sample profile details are presented in the Technical Appendices CFO Endeavour HMP Holme House document. Please note: All respondent quotes in this report are pseudonymised¹.

1.1 HMP Holme House

Holme House prison is a Category C men's prison, located in Stockton-on-Tees, County Durham, hosting just over 1200 prisoners. This pilot CFO wing model operates on the C wing of Houseblock 3, a dedicated Veteran’s wing containing approximately 60 beds.

Table 1.1: HMP Holme House

Category	CFO wing resident profile	CFO wing name
Adult Male, Category C Training & Resettlement prison.	Short & intermediate sentences, including specialist veteran provision.	Endeavour Wing

The residents on the CFO Endeavour wing are encouraged to engage and interact with positive role models, in the form of their peer involvement role holders, and the specialist CFO staff team. Community-capacity building activities are facilitated, alongside providing a more conducive wing environment² with the aim of making the CFO Endeavour wing somewhere participants want to be.

1.2 The CFO Endeavour Wing model

The CFO wing model is designed to offer a meaningful activity programme to residents. Wing residents engage with the mixed CFO, HMPPS, Prime Provider, and sub-contracted partner staff team. As a designated veterans’ wing, a proportion of veterans, and some non-veterans are encouraged to act in a specified peer involvement role to support engagement in the CFO programme and promote a more community-feel. The CFO group activity programme delivered at the Endeavour wing is focussed on developing key employability skills, alongside resettlement planning activities and developing self-reflection and critical thinking skills. The programme is provided in a wing environment conducive to resettlement. The key aims of the CFO Endeavour wing model are to:

1. Provide a community environment where participants are given the tools to help with tasks to contribute to society and lead law-abiding lives.

¹ Pseudonymisation is a data management and de-identification procedure by which personally identifiable information fields within a data record are replaced by artificial identifiers, or pseudonyms, meaning different names are used.

² CFO provide funding for wing redecoration, furniture, pictures, plants, kitchen equipment, e.g., toasters, kettles, air-fryers, and microwaves and t-shirts for staff and residents in Peer Support and Peer Mentoring roles.

2. Provide veteran specific support to enhance their transition and to reduce reoffending.
3. Enable veterans to provide peer support to wing residents to motivate and sustain engagement in the CFO programme.
4. Provide a safe and supportive wing environment.

1.2.1 The specialist staff team

The initial CFO pilot funding provided salary costs for:

- A CFO HMPS Custodial Manager to co-ordinate operational delivery.
- Two full time CFO/HMPS specialist Veterans in Custody Support Officers (ViCSOs).
- Five staff provided by the third sector Prime Provider (reduced to three in the latter stages of delivery).

In addition, a Governor-level CFO wing pilot sponsor was appointed to support this innovative initiative. The Prime provider staff are supported by their own agencies line management and strategic oversight staff team. The CFO operational delivery team are supported by regional CFO Performance Management and Evaluation teams. Elements of core delivery are complimented by HMPPS Physical Education Department staff and involve resident profile appropriate external charity sub providers delivering specific sessions. The Prime provider for the CFO wing model programme on the Endeavour wing is Ingeus³. The CFO operational delivery staff team share a large office on the Endeavour wing.

1.2.2 Meaningful activity programme

The CFO Endeavour wing model aims to provide meaningful community-creating activities, unlike other CFO wing pilots, there are no specific time-bound activities, rather two types of activity occur simultaneously, however activities can broadly be split into:

1. A rolling meaningful activities course programme.
2. A range of wing community-based activities enabling wing residents to ‘give back’.

To ‘give back’ is defined as performing un-paid volunteer roles designed to improve the social climate on the wing, encouraging a sense of belonging and pride in the environment. On the Endeavour wing, residents can sign up to access particularly relevant CFO course topic sessions from a rolling meaningful activity programme. The community-based activities programme is available to CFO Endeavour wing residents simultaneously.

Table 1.2.2a: Simultaneous delivery

CFO Course	Community activities
CFO Course programme: Classroom based sessions.	Community activities programme.

³ <https://ingeus.co.uk>

The CFO course is delivered by Prime provider staff. A number of external charity and third sector organisations are sub-contracted to deliver discreet session content, for example 1:1 Counselling sessions, and Intuitive Thinking Skills. The CFO course attendance is:

“Individually tailored to their needs. So, when we do the initial assessment, we assess what they need, whether that be a practical intervention session like accommodation, debt, or Money Advice, it's looking at what they're like with their self-confidence, our self-esteem. That's just our general sense of self, their family relationships, what their social life is like, so we assess all this in the beginning. We then make an action plan of that will benefit them specifically. We'll talk it through with them, and the sessions we've got, we run the same sessions on a loop” (Phillipa, Ingeus Senior Case Worker, interview).

Significantly, as part of the CFO course, the CFO Endeavour wing includes delivery from Lived Experience practitioners:

“A Holme House Lifer – now out, having set up a business. He goes in and inspires the lads on the wing. A positive role model, giving them hope they too can live productive lives after a time in custody” (Staff Findings & Recommendations validation workshop, Researcher notes).

The weekly scheduled delivery is complimented by team building gym-based activity-time facilitated by Holme House’s Physical Education Department. The core CFO activities programmes are delivered in a range of locations.

Table 1.2.2b: Delivery locations

CFO Course delivery site location	Community activities delivery site location(s)
Group rooms on the wing ⁴ .	Group room on the wing, around the wing, wider prison & veterans garden.

1.3 Peer involvement role selection, training, progression, and supervision

At the CFO Endeavour pilot site, the unpaid peer mentor pathway was selected from the range of peer support roles available in prison. This site model opted for mainly ex-military veteran residents to act in peer mentor roles to support the delivery of their CFO wing programme. When the research team conducted their first data collection visit, two longer standing veterans acting in peer mentor roles had just been released. The two newly appointed peer mentor role holders confirmed they were just completing the Ingeus peer mentoring training. One was a veteran; the other was not. One other resident was categorised as mentor-trained, having attained a Level 2 externally accredited mentor training qualification at a previous prison.

⁴ One CFO course cycle was delivered on the separate PCoSO wing at HMP Holme House. This proved an unsustainable development, and only ad hoc and sporadic delivery support now occurs as and when PCoSO veteran’s make a request.

Table 1.3: Peer involvement role delivery model – CFO Endeavour wing

Peer Support role(s) selected	Peer Support role training provider	Training	Supervision/ oversight	Progression routes
Peer mentor	CFO's Peer Mentor Coordinator.	Ingeus Peer Mentor programme, un-accredited.	Monthly supervision with CFO Peer Mentor Coordinator.	Currently being considered.

1.3.1 Recruitment

Peer mentor recruitment is based on CFO staff team discretion regarding those as having gained respect on the wing and as having the relevant interpersonal and intrapersonal skills.

“Good listener, calm, patient, knowing how to speak to people, it’s that thing about the attitude, this is a person who is respected” (Mike, CFO Veteran in Custody Support Officer, interview).

“Must get on with the staff and the other lads on the programme, follows the regime. It’s a positive attitude again.... The prisoners recognise it, somebody they can respect and so do the staff” (Phillip, CFO Veteran in Custody Support Officer, interview).

1.3.2 Training

Training-wise, the Education department at HMP Holme House do not deliver externally accredited mentor training courses, meaning there is no potential for the wider prison to benefit from trained peer mentors:

“We don’t deliver a Mentoring qualification. We used to years ago, but it’s not part of our contract now” (Maggie, Education Hub Manager, interview).

Peer mentors at the CFO Endeavour wing engage in an Ingeus peer mentoring training course, delivered by the regional CFO Peer Mentor Co-ordinator:

“It’s not accredited, but it’s recognised within the Justice System. It’s a seven-week course and it consists of what they role of a peer mentor is, skills and qualities. Empathy versus sympathy. Communication skills. It’s about the GDPR, confidentiality...” (Linda, CFO Peer Mentor Coordinator, interview).

1.3.3 Progression routes

Peer mentors along with other CFO activity-engaging residents have the benefits of opting to take up a range of progression opportunities:

“The role of a Red Band, but they’ve got free access to roam around the gaol, and they do the lists for the gym on a Friday for us and stuff like that” (Phillip, CFO Veteran in Custody Support Officer, interview).

This included acting in Veterans mentor, Garden mentor and Wing mentor peer involvement roles.

1.4 Peer mentor activities across the programme

Peer mentors were found to support the engagement of wing residents in different ways across the CFO Endeavour wing programme.

1.4.1 The CFO Course

Peer mentors were identified as predominantly supporting other wing residents to engage with the CFO course:

“They will take turns between them to sit in with the lads on the group” (Phillip, CFO Veteran in Custody Support Officer, interview).

Delivery staff identified the peer mentors as modelling co-operative, collaborative attitudes, and supportive behaviour in their sessions:

“The peer mentors, when they open up in the group it kind of gives others confidence to do that as well” (Sylvia, Intuitive Thinking Skills delivery, interview).

1.4.2 The CFO community activities programme

The community activities programme has culminated in a veteran’s garden project, facilitated by the CFO HMPPS ViCSO Officers:

“Some of the lads, not at all because some come along who have no interest. They've signed up to thinking, ‘Oh, I get to go outside’, but got no real motivation or anything. But there's other lads that do gain from it, and we'll go that extra mile” (Phillip, CFO Veteran in Custody Support Officer, interview).

“Our peer mentors are, they’re always at your door asking if you want to do this course, if you want to do that course or ‘do you want to go in the garden?’” (Steven, non-Veteran, wing resident not participating in the programme, interview).

1.4.3 Peer mentor’s day-to-day contribution

In addition to the activities of the peer mentors identified above, our data analysis identified a typology of three ways in which the peer mentors at the CFO Endeavour wing operate on a day-to-day basis, by providing:

- **Encouragement to** new cohorts during the CFO course delivery.
- **Bridging** into wider wing residents actively engaging with the CFO programme “leading” or recruiting new participants (Croux et al., 2023, p 52).
- **Positive role modelling** of more collaborative attitudes and behaviours on the wing, generating inspiration, and actively raising the aspirations of those around them (Buck, 2020; Nixon, 2018).

1.5 Impact of peer involvement role

1.5.1 Peer mentors

The CFO Endeavour wing had just had two well established peer mentors released. Two just trained peer mentor interviews conducted by the research team however reflected they felt valued on the wing, as they had been approached by staff to do the training course.

1.5.2 Those supported by peer mentors

Overwhelmingly, those supported on the wing all agreed that the CFO programme, and the peer mentor element of delivery, has had a positive impact for residents on the wing:

“On here you’re actually learning new things. I’ve learned not to just sit and be quiet all the time, like to actually join in activities, before I was afraid to join in whereas on here, I’m not because you don’t get embarrassed. It’s definitely made me more confident and more determined to do more stuff” (Richard, Veteran wing resident interview).

1.5.3 Residents most benefitting

From the analysis of the interviews from HMP Holme House (n=30), 3 clusters of residents were identified as benefitting the most from the peer mentor element of the CFO delivery:

1. Those supported during CFO wing activities.
2. Wing residents who do not traditionally engage in prison activities.
3. Those recruited into the peer mentor role.

1.5.4 Wing social climate

The term ‘social climate’ refers to the general character of the social milieu where people live (Bennett and Shuker, 2017). Life on a prison wing is traditionally portrayed as one of barely contained tension and calibrated confrontation in an “intrinsically infantilizing environment” (Crew, 2012, p 411-429). Opportunities for offenders to gain a sense of social inclusion, acceptance, belonging and participation, embodying key social climate-related concepts of citizenship, social justice, integration, and solidarity. These factors have all identified as key to transformational change in the criminal justice system (Maruna 2012; McNeill 2012; Fox, 2015: 2016).

Our data analysis identified a clear sense from all those engaging in the study data collection activities at the CFO Endeavour wing had been successful in creating a sense of community. This came from residents’ whether directly involved in the CFO programme or not. The peer mentor role was considered key to these developments by staff:

“The peer mentor role, it has the ability to give the right people that sense of purpose. It kind of rewards that good behaviour, doesn't it? And It's just a little way of changing the dynamics on the wing” (Nancy, Forces Employment delivery, interview).

Residents reflected that having the opportunity to get together with others meant that they had the opportunity to build trusting relationships and build up the community feel on the wing:

“It’s doing these courses like these, you got to know people, doing stuff with them you can get to see what they are like and that and see if you get on and if you trust them that way” (Ethnographic observation 8, Participative Evaluation workshop 2, Researcher notes).

Community and relational mapping results

At the CFO Endeavour wing, our “Community and relational mapping and prioritisation” focus group data analysis reinforces the positive disruption of ‘traditional’ wing relationship dynamics (described above). At the CFO Endeavour wing, the first participant group identified 9 key relationships on the wing and the second identified 6. These were mapped against 5 relational constructs, from most to least: Knowledgeable; Trusted; Supportive; Honest; and Power to change. In summary it was found:

- HMPPS CFO specialist ViCSOs were generally rated more highly in every construct (Knowledgeable; Trusted; Supportive; Honest), than the HMPPS non-CFO wing officers, other than power.
- The wing resident community were rated more highly than CFO peer mentors in every construct other than knowledge and power.
- The wings Prison Information Desk (PiD) worker was also identified as contributing to the community feel of the wing and acting as a positive CFO Endeavour wing support resource.

These findings are consistent with a strengthening of relationships between the HMPPS CFO specialist ViCSOs and the wing resident community. In short, this suggests the ‘traditional’ relational map of the prison wing has been positively disrupted by the CFO intervention.

Conducting mapping of the wing community and relational context would have functioned better as part of a before and after evaluation of the CFO wing initiative activity. This would provide us with a wing community and social climate baseline, which could have then been repeated post CFO wing initiative start up for more validated impact findings. This was an unavoidable limitation of our study design, due to commissioning timelines.

1.5.5 Wider prison culture and social climate

There was also a real sense that the CFO Endeavour wing’s success is considered a good practice model more broadly across HMP Holme House, as contributing towards affecting positive change in the culture and social climate of prison life:

“We see the CFO wing as contributing to stabilising our wider prison population, around that culture...because having a positive culture does it. Well, in our experience it just spreads. The peer mentor scheme on the wing, well we like to call it active citizenship. Prisoners get a meaningful role, rather than just mopping, or serving food or cutting water. We want them to feel like active citizens in here. It's then getting them, the peer mentors who are supposed to be more active than in other peer support roles, in terms of the citizenship, adding to that positive enabling environment, so they are being part of the decision-making process. So, the prison officers become your work colleagues rather than your boss, there's always going to be that supervisory element, it's a prison at the end of the day, but it's more ‘We'll work together’, and decisions are shared. I think our CFO wing could end up being like a mini not therapeutic but that type of, it's like an enabling environment, isn't it? We're trying to create that across the whole prison” (Robert, HMPPS Senior Management Team, interview).

Other wider prison staff felt the peer involvement element of delivery would benefit from being integrated more with the wider prison, in order to extend the benefits of the CFO Endeavour wings' peer involvement role activities, as:

“We need to link it up with the rest of the prison. Most of the guys who are mentors, you can see how much they enjoy the job, and they value it, especially in an environment like this. The peer mentor skill set, well, it's not just helping with the maths or the English, is it? It's about their social interaction skills-base as well” (Maggie, Education Hub Manager, interview).

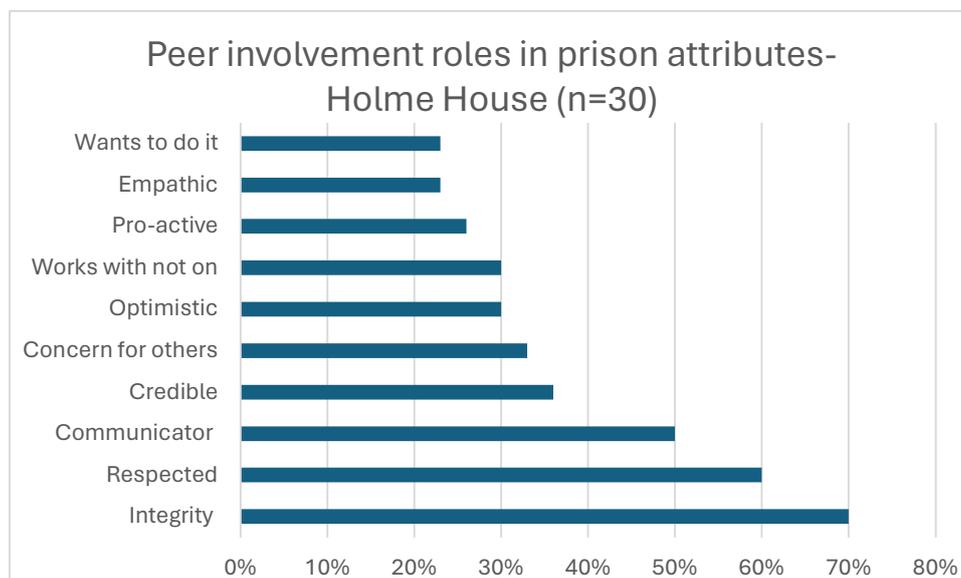
1.6 Peer involvement role attributes

Three core conditions of peer mentoring in the criminal justice system have been identified as: Caring, Listening, and Encouraging small steps (Buck, 2018). The interview respondents from HMP Holme House (n=30) had much more complex expectations regarding the most desirable attributes of peer involvement role holders in the custodial context.

1.6.1 Typology & prioritisation

Cited attributes were assigned to an inductive typology of ten key prison-context based peer involvement attributes and presented visually in order of prioritisation from the interviews conducted at the HMP Holme House pilot site (n=30) in the graph below.

Graph 1.6.1: Peer involvement attributes- HMP Holme House



1.6.2 Gendered expectations: Veterans as peer mentors in prison

Studies have identified potential concerns with the use of (ex-) forces offenders in prison acting in peer mentor roles, as veterans can be perceived as representing a hegemonic ideal of manhood (Buck, 2019) with potentially associated concerns of complicating masculine aggression in this context (cf. De Viggiani, 2012; Laws and Crewe, 2016). Internationally however, it is acknowledged that far less is known about the implementation of veterans as Peer Mentors in forensic settings (Adams and Lincoln, 2021). At the CFO Endeavour wing

however, we found the selection of veterans to fulfil the peer mentor role was perceived as a positive one by non-veteran wing residents:

“XX was a CFO Mentor, he just got out. He used to like to be on round the wing. He was spot on. Everyone got their own time for him” (Tristan, non-Veteran wing resident not participating in the programme, interview).

Staff reflected more critically that veteran status was not on its own a sufficient criteria for recruitment to peer involvement roles in prison:

“They’ve served their country, but veterans aren’t exclusively good. I know for a fact they’re not” (Mike, CFO Specialist Veteran in Custody Support Officer, interview).

In general, however, the utilisation of male military veterans in prison as a promising source for recruitment into peer involvement roles at CFO’s wing model pilot sites is a positive step. This strategy illustrating a strengths-based approach to male veteran status by providing opportunities for the positive reframing of veteran-offender status. Capacity building the veteran community as valued community assets in CFO wing model sites is an example challenging often stigmatised and certainly gendered expectation-linked moral panics on the topic (cf. Albertson et al., 2017).

1.7 Profiling residents more fulfilling life aspirations in prison

The analysis of the two participatory evaluation focus groups conducted with programme engagers at the CFO Endeavour wing identified residents’ enablers, barriers and aspirations for ‘living a more fulfilling life in prison’, as detailed below.

1.7.1 Enablers

CFO Endeavour wing residents identified 3 key enabler to living a more fulfilling life in prison, presented below in order of priority as:

- 1. Being able to keep up communication** with family.
- 2. Getting involved in activities and courses**, getting out of the pad to on “*courses like this*” and activities to keep busy, like “*the CFO Garden*”.
- 3. Trusting friendships and companionship on the wing**, “*the lads make the wing*”.

1.7.2 Barriers

CFO Endeavour wing residents identified 3 key barriers to being enabled to live are more fulfilling life in prison, as:

- 1. Lack of any real freedom to make choices** in prison.
- 2. Not getting enough time** to socialise on the wing.
- 3. Not everyone on the wing being laid back**, “*Some still seeing letting your guard down as a weakness*”.

1.7.3 Aspirations

Our analysis identified 3 areas in which CFO Endeavour wing residents where they felt living a more fulfilling life in prison could be enabled:

1. **For phone calls to be made cheaper** and the post to be better.
2. **More courses, more things to do**, more group sessions and wing social activities.
3. **Not having to have disruptive prisoners brought onto the wing** that have no intention of wanting to change: *“We’ve got something good here on this wing and we want to protect it – it’s a threat if you get disruptive lads on here- it threatens all what we’ve built on here- we got visits, football, these courses”*.

1.7.4 Peer mentor’s potentially enabling role?

The workshop attendees from the CFO Endeavour wing were asked how, if at all, they felt the wings peer mentor role could potentially help them achieve these aspirations to live a more fulfilling life in prison. Focus group participants stated they could not realistically see a way for any prisoner to help them realise any realistic changes in prison. However, the CFO Endeavour wing residents did concede that if the peer mentors wanted to go and represent the wing community’s needs to management, for example to ask for cheaper phone calls, the wing community would back them. Indeed, one group decided that having peer involvement roles where they get to input into decision making forums was a great idea. However, they were less sure it would work in practice. But did acknowledge that if trying to generate a more cohesive wing community meant having peer involvement roles in prison was a positive step, as *“we’d be more likely to listen to someone in here, rather than someone who hasn’t lived it. That’s why having peer mentors in here is a good idea you know”* (Participative Evaluation workshop 2, Researcher notes).

1.8 Mapping social capital building potential

Building social capital in populations subject to criminal justice sanctions has been identified as enhancing positive health and justice outcomes (Mills and Codd, 2008; Farrall, 2013; Lafferty et al., 2016; Albertson, 2021). Currently there is no consensus regarding the measurement of social capital for residents in the custodial setting (Lafferty et al., 2018). A qualitative tool was applied in this study to indicate the extent to which horizontal and vertical social capital building resources had been opened up by the delivery of the CFO wing model (Nugent and Schinkel, 2016; Albertson and Albertson, 2022; Albertson et al., 2022).

In this study we align an integrated analytical social capital building framework to an established service user participation structure and apply it to this custodial context (cf. Brosens, 2019). We understand this more strategic approach as key to integrating an informed peer involvement role strategy into CFO’s commissioning preferences. We present our site-specific social capital building findings visually here, utilising the 3-traffic light colour scheme. Green indicates successes identified, Orange indicates realistic future success potential, and Red indicates little, or no realistic opportunities identified during our site visits.

Figure 1.8: Social capital building potential capture – site-specific results (cf. Albertson and Albertson, 2020).

<p>Three sources of social capital</p>	<p>Six stage social capital building process model</p> <p><u>Opportunities to:</u></p>	<p>Evidence from HMP Holme House’s CFO Endeavour wing and peer involvement delivery model:</p>
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<p>A: Micro-level: Relational/ bonding social capital (individual, relational + close friendship networks)</p>	<p>Stage 1: regularly associate in strength-based, enabling meaningful activity groups where friendships can develop across the wing community?</p>	<p>The CFO programme was identified as a key source of regular strength-based meaningful activities for wing residents, as a space for the formation of trusting individual and group relationships across the wing, supported by peer mentor role holders.</p>
	<p>Stage 2: engage in reflective, capacity building & problem-solving focussed activities & tasks in a trusted group setting?</p>	<p>Wing residents on the CFO programme identified as engaging in reflection in a trusted group setting supported by peer mentor attendance.</p>
<p>B: Meso-level: Cognitive/ bridging social capital (Wing community setting)</p>	<p>Stage 3: contribute to core delivery of activities programme as trusted wing community assets?</p>	<p>Formal delivery contribution set up for peer mentor delivery of core activities identified.</p>
	<p>Stage 4: Represent, propose, and advocate wing community generated ideas, preferences, & service delivery solutions in wing practice decision making forums?</p>	<p>Informal contribution as part of day-to-day interaction with CFO staff team and via internal Prime provider data collection. Further developmental opportunities for formalised peer mentor representation of wing community aspiration pathways evident.</p>
<p>C: Macro-level: Structural/linking social capital (Wider decision-influencing & change settings)</p>	<p>Stage 5: represent wing community aspirations and contribute to wider prison decision making forums?</p>	<p>CFO Endeavour resident representation identified at HMP Holme House's Prisoner Council, not associated with CFO peer mentor role.</p>
	<p>Stage 6: represent the currently serving prisoner resident community's living experience and contribute to strategic prison service policy making settings?</p>	<p>No evidence documented. Potential for future opportunity developments identified.</p>

For a CFO wing staff team focussed practical, social capital building-informed example for strategy development, see Appendix 1.

Section 2: Good practice, lessons learnt and recommendations

Based on the key findings presented above, this section features examples of good practice, identifies key barriers, key lessons learnt and finally, makes recommendations to optimise the implementation of the peer mentor element of delivery at CFO's Endeavour wing pilot site.

2.1 Identification of good practice

At the CFO Endeavour wing, good practice in the delivery of the peer involvement element were identified as:

- Involving peer mentors in both organising and delivering core CFO programme content represents superb peer involvement role development opportunities.
- Utilising inspirational Lived Experience practitioner-rs as a core part of the CFO programme delivery represents superb practice.
- Existence of formalised monthly supervision structure for peer mentors.
- CFO Endeavour wing residents cite positive, trusted relationships with CFO staff and each other.
- An enthusiastic and dedicated staff partnership team approach to the delivery of the CFO programme, underpinned by ringfenced funding and prison staff buy-in.
- Evidence of a wider positive impact of the peer mentor role holder's contribution to the development of the wing's positive social and relational climate.

2.2 Identification of key challenges

At the CFO Endeavour wing, key challenges to the delivery of the Peer involvement element of CFO wing model delivery are identified as:

- Lack of an on-going, transparent, and ideally co-produced peer involvement role recruitment process to maintain levels of CFO programme engagement support.
- Lack of externally accredited peer support role training opportunities for peer involvement role holders provided independently by the Education department.
- Lack of links into the prison's existing infrastructure to support peer involvement roles.

2.3 Key lessons learnt

This study identified the following key lessons learnt by the CFO staff team during their peer involvement role pilot delivery experience:

- Considering realistic peer mentor training needs and peer involvement role expansions on the model of delivery.
- Co-location and prison staff time buy-in is key to effective partnership working in the prison context supporting the most effective peer involvement delivery.
- Veteran wing residents, with additional personality, capability and willingness checks are a promising potential candidate pool for peer involvement roles in prison.

2.4 Recommendations

The following three recommendations are made to inform the further embedding of the Peer involvement element of CFO delivery on the Endeavour wing:

2.4.1 Optimise the peer involvement role continuum

- Increase both the visibility and activity of Peer involvement options aligned to the delivery of the core CFO programme cycle.
- Utilise an embedded and wider range of peer involvement' roles (e.g., CFO Ambassadors) in a progression pathway culminating in externally accredited peer mentor training options.
- Develop peer involvement role access opportunities to contribute to wing delivery decision-influencing forum.

2.4.2 Clarify peer involvement profile & progression

- Consider an expanded peer involvement journey through the cycle of resident's engagement with the CFO programme.
- This could potentially incorporate influential paid wing-community-based peer support roles, such as the wing's Prison Information Desk worker, alongside unpaid peer mentor and Ambassador roles.
- Co-produce a transparent peer involvement wing-resident-selection process with existing peer mentor role holders and involving wider CFO Endeavour wing residents' input into the process.

2.4.3 Optimise social capital building & impact opportunities

- Align the CFO peer mentor initiative with existing peer involvement in prison infrastructure.
- Link into wider prison peer involvement forums to optimise peer mentor access into service-delivery-decision-making settings.
- This enables peer mentor opportunities to act in communal representation and advocacy roles key to driving systemic change. This will increase vertical social capital building opportunities for the wing's peer mentor role holders.

Appendices

Appendix 1: Utilising a Service User Ladder to embed a peer involvement strategy

This table represents a practical example of how CFO delivery staff teams can think through their potential future strategy towards increasingly embedding peer involvement roles into their every-day practice of delivering the peer involvement role element of the CFO initiative. This table maps not 'what is done', but 'how it could be done' by aligning practical delivery specific actions mapped onto the service user involvement ladder.

Appendix 1 table: Mapping CFO's peer involvement strategy onto service user participation ladder

	Service User involvement ladder	Peer involvement in CFO wing	Key characteristics....	CFO peer involvement role (CPIR) holder...
0	Non-engagement	CFO wing residents 'take it or leave it'	Wing residents are offered a unidirectional CFO programme of activities.	N/A
1	Information	CFO staff tell wing residents what is on offer.	CFO staff inform wing residents of some aspects of the service, changes, activities, etc.,	CFO staff delegate this information to CPIR for wider dissemination across the wing.
2	Consultation	CFO staff give wing residents a choice and they decide between options. 'either this or this?'	Wing residents are consulted about some aspects of the service, they may provide feedback. CFO staff may use that feedback to make decisions and shape the delivery of the initiative.	CPIR hand out & collect in wing resident preferences and hand over feedback sheets to CFO staff team.
3	Participation	CFO staff and wing residents decide together 'who does what, when, how, why'.	Wing residents take part in decision-making, but ideas, responsibilities, making arrangements & delivery (all active roles) are conducted by CFO staff.	CPIR & CFO staff team decide to do something together, CPIR motivates others to contribute, collect & analyse feedback & present key findings to CFO staff team.
4	Co-production	CFO staff and wing residents develop, decide, and deliver the initiative together.	Wing residents have an equal part in the process, they take decisions jointly, all have active roles and responsibilities.	CPIR responsible for designing, disseminating, collecting & analysing feedback sheets & deciding amongst key preferences to go with in partnership with the CFO staff team.
5	Wing resident-user-led	CFO staff and wing residents become colleagues and co-produce	Wing residents take lead in activities from beginning to end and start new complimentary initiatives	CPIR representing wing resident aspirations approaches CFO staff

		in an equal as possible 'therapeutic alliance'	independent of the core CFO initiative delivery.	team with the idea & with CFO staff support realises new peer-led initiative benefitting the wing community
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Appendix 2: Mapping peer involvement roles at HMP Holme House

The analysis of the Prisoner Council and Community & relational wing mapping workshop generated data at HMP Holme House revealed residents (and many prison staff) were aware of clear distinctions in peer involvement roles available. These distinctions contribute to our wider understanding of the peer mentor in prison role. These distinctions are synthesised and presented here in a format to assist the CFO delivery staff team at HMP Holme House to action the recommendations made in this study⁵.

Appendix 2 table: Peer involvement roles available at HMP Holme House (n=16)

Peer involvement role title	Paid/Unpaid role	Induction	Single issue/skill/task	Bridging role	Collective/civic representation
	<i>As per PSO 4460⁶ payment guidance</i>	<i>EG. Formal induction, orientation, navigation, signposting or crisis</i>	<i>EG. Specific health condition, skill or crisis orientated role profile</i>	<i>EG. Formal recruitment, sustaining & motivating participation role</i>	<i>EG. Formal wing decision-making forum (WDF) and/or Prisoner Council (PC) roles</i>
Induction orderlies	Paid	Yes	Yes	Yes	No
PID	Paid	Yes	Yes	No	PC as part of role
Listener	Unpaid	Yes	Yes	No	No
Cleaners, Food servers, Laundry etc.	Paid	No	Yes	No	No
Red Band⁷	Paid	No	No	Yes	No
Shannon Trust Mentor	Unpaid	No	Yes	Yes	No
Education Mentor	Paid	No	Yes	No	No
Health Orderlies & Mental health peer mentor	Paid	No	Yes	No	No
Young Offender & Young Adult peer Mentor	Paid	Yes	No	Yes	No
Safer Custody & Equalities Rep	Paid	Yes	Yes	No	No
Wellbeing Coach/Mentor	Unpaid	No	Yes	Yes	No

⁵ While the research team made every effort to independently triangulate this data, the currently minimal strategic infrastructure overseeing peer involvement roles in custody means we acknowledge the data in the table below is chiefly presented from the prison resident perspective.

⁶ HM Prison Service (2020) Prison Service Order 4460: Prisoners pay: <https://www.gov.uk/government/publications/paying-prisoners-for-work-and-other-activities-pso-4460>

⁷ In the male prison estate, a Red Band describes a resident who has earned special trusted status, who is permitted to work unsupervised and move around selected parts of the prison unescorted.

CFO Veterans Mentor	Paid	Yes	No	Yes	No
IPP/ Lifer Rep	Paid	Yes	No	Yes	No
Drugs Mentor	Paid	No	Yes	Yes	No
Industries/ Workshop Mentor	Paid	No	Yes	Yes	No
CFO Peer Mentor	Unpaid	Yes	No	Yes	Some WDFs, not PC.

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