

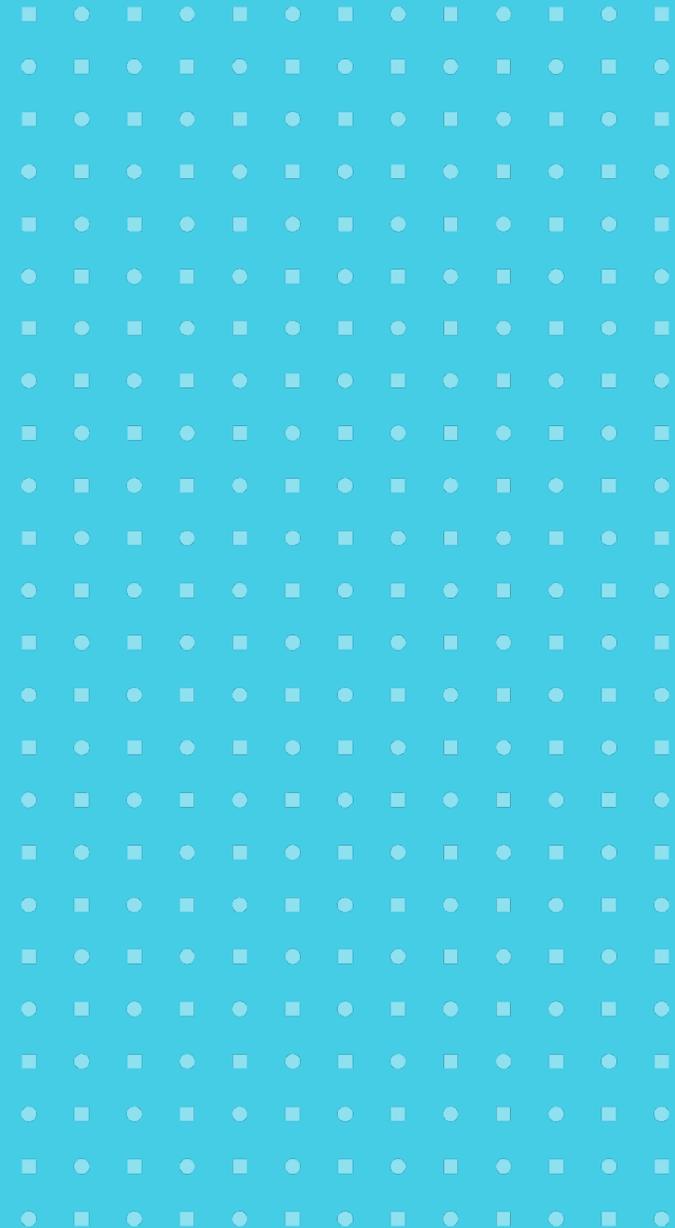
# **Peterborough SIP – Origin and learnings**

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**Cooper Renfro, Associate Director**

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Social Finance, 87 Vauxhall Walk,  
London, SE11 5HJ

Our work aims  
to put **outcomes** at the heart of  
development finance



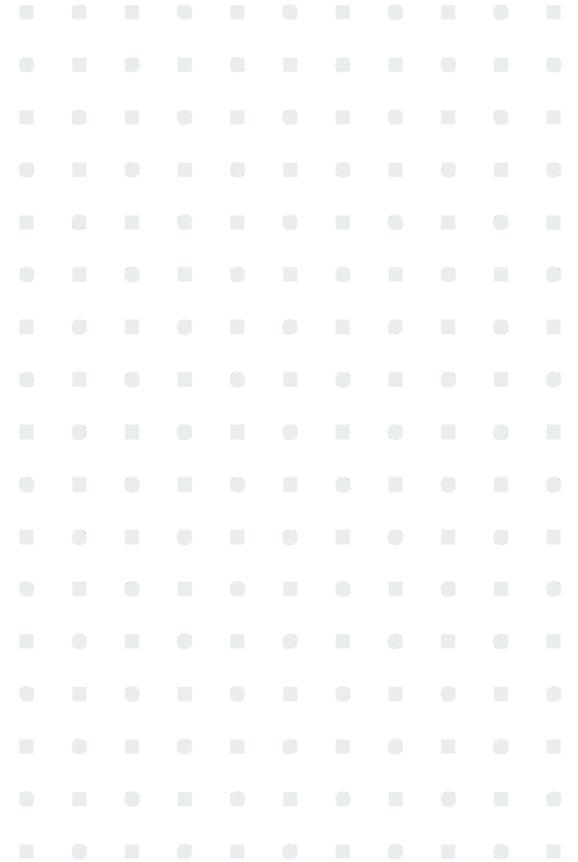
# Agenda

Overview of this morning's workshop session.

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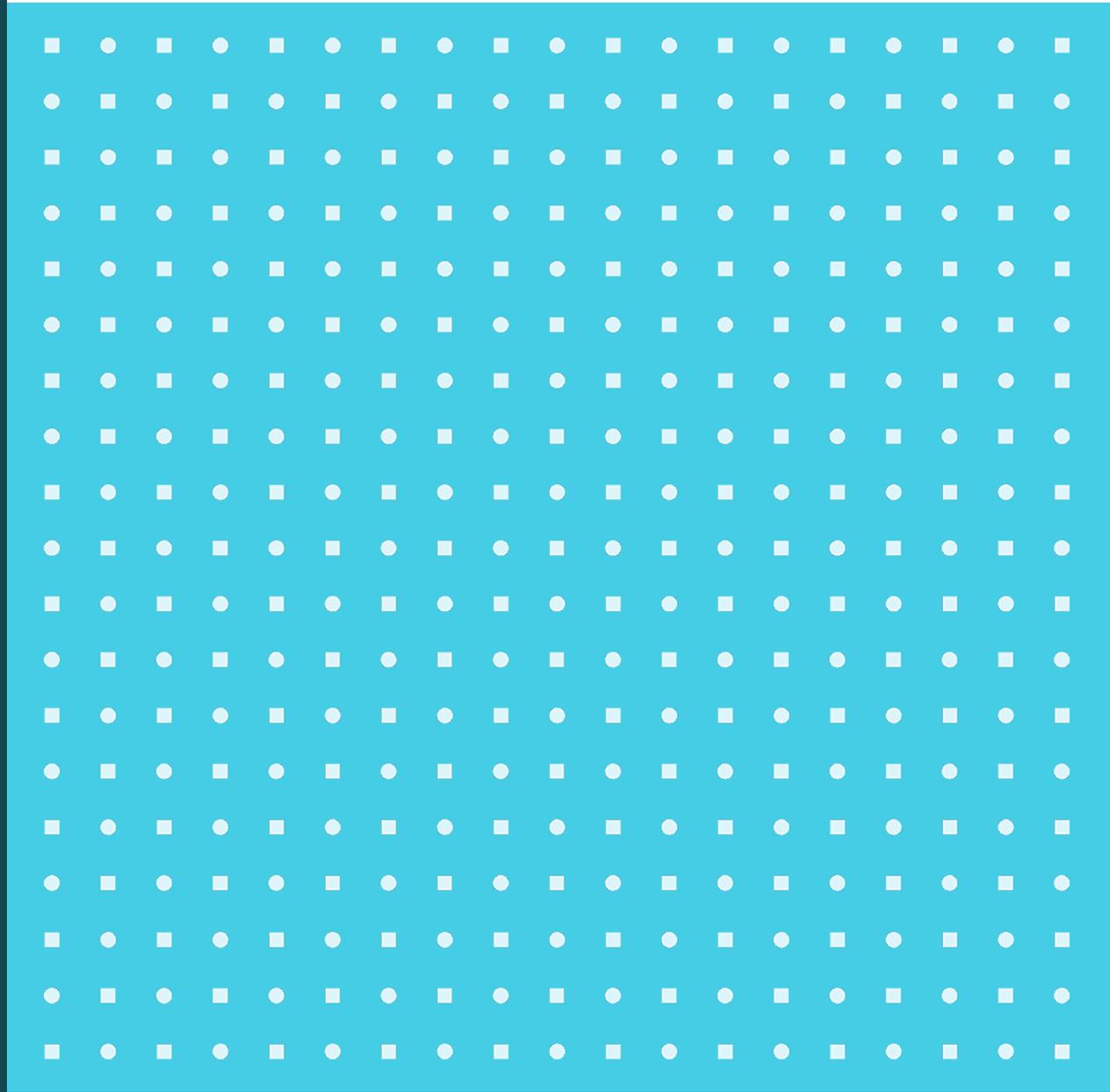
Part 1: How did it begin?

Part 2: What happened in practice?



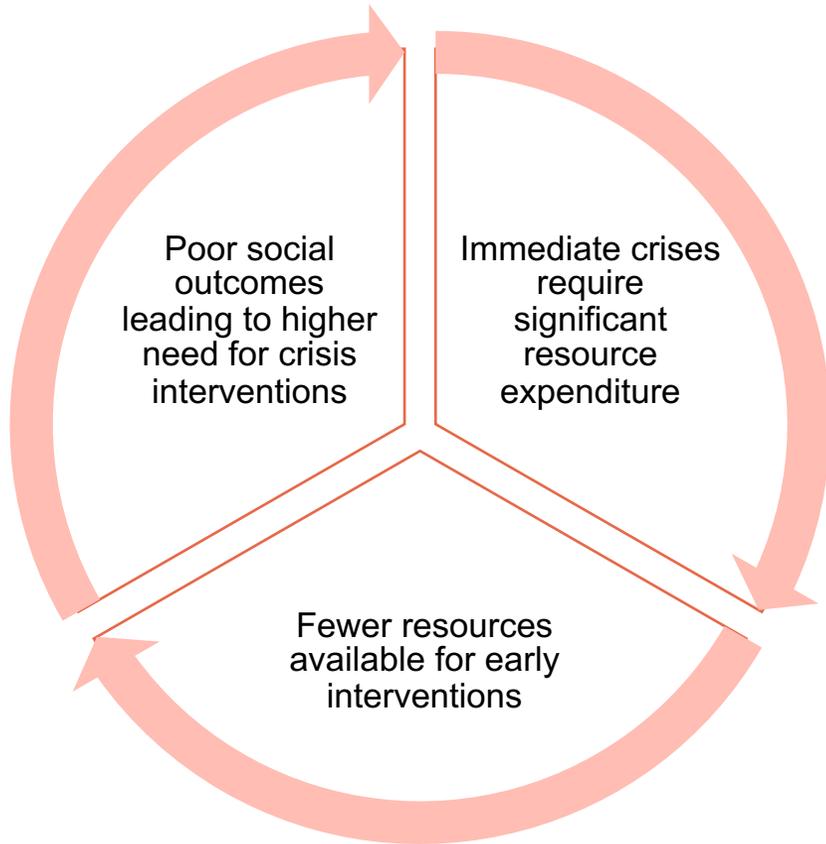
# How did it begin?

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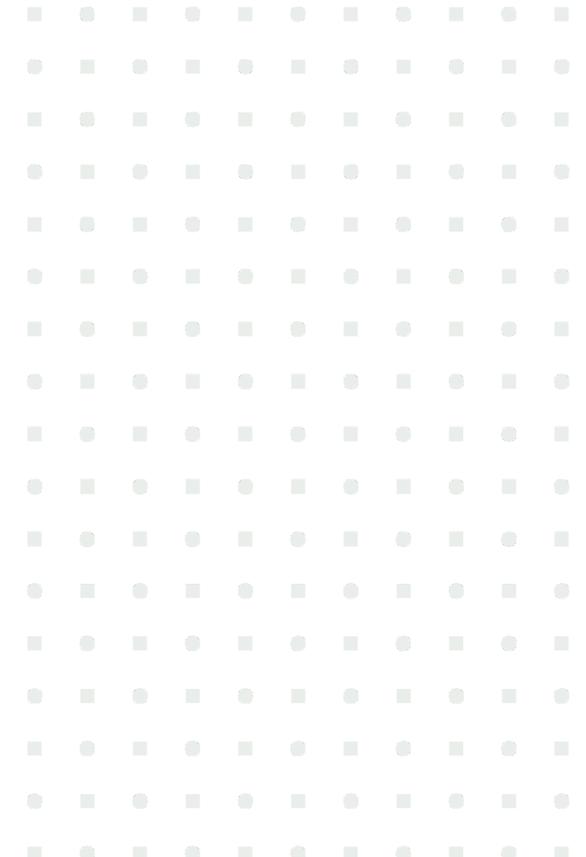


# The Social Impact Bond Origin

The Social Impact Bond was developed to address a cycle that leads to an **under-investment in prevention**.



Can early intervention avert future costs that can be invested preventive services?



# Justice System Context

Male short sentence prisoners frequently re-offend, at great social and financial costs.

Reconviction rate  
within 1 year

63%

Average number of  
previous offences

43

Average number of  
previous jail terms

7

# Context

Context setting and overview of the Peterborough SIB.

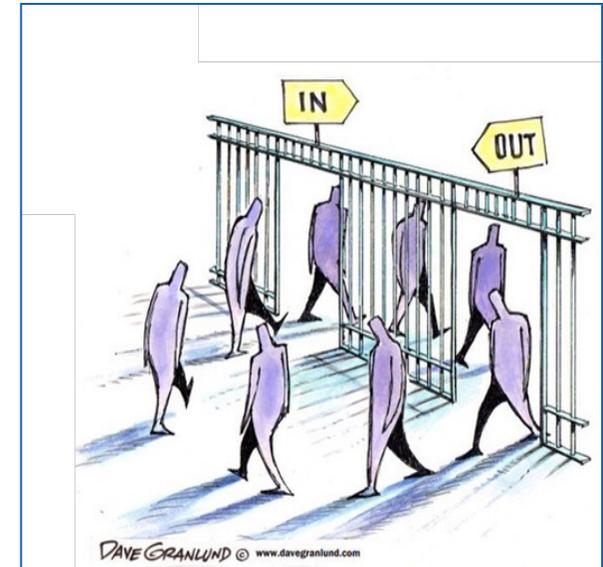
**The Peterborough SIB was set against a particular culture of offending in the UK. Over 90% of our clients had reoffended before, and for many, a spell in custody did not act as a deterrent.**

Prison can offer security, companionship, structure, shelter, food, warmth and healthcare.

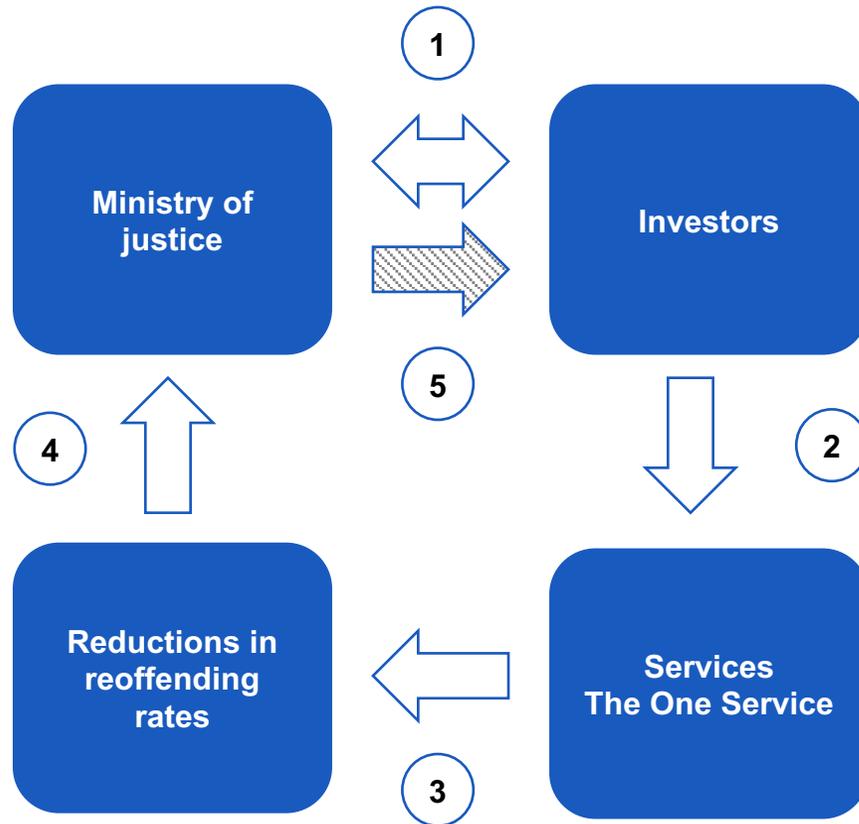
Creating an alternative support structure within an often chaotic, unsafe, and hostile community environment presented its own set of challenges for the delivery team.

Within this context, we developed our theory of change focused on:

- (1) persistent, proactive client engagement,
- (2) consistency of service both inside and out of prison, and
- (3) individualised support.



# The Peterborough SIB was developed to improve outcomes for this group



- 1 Government and investors agree contract to pay for outcomes
- 2 Investors provide upfront capital to fund service delivery
- 3 Services are bespoke to needs of population, delivered in partnership, commissioned by outcomes
- 4 Impact (outcomes) of services is independently evaluated
- 5 Government repays investors if outcomes are achieved (principal + rate of return)

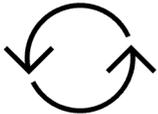
# The One Service's theory of change

Overview of The One Service's theory of change.

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**Persistent, proactive client engagement:** We were advised by the prisoner peer advisors- “don’t take no for an answer”, “be persistent” and “use a range of engagement methods (including peer advisors), giving a blanket opportunity for all” and then “target your invitations on those who appear to need more help or didn’t take up the offer yet still reoffend”.



**Consistency of service both inside and out of prison:** Our client feedback revealed that we would gain credibility as a service if we “stuck with clients when they had a wobble”, “provided support in and out of prison” were “there for them at the gate” and “gave them help for at least a year”.

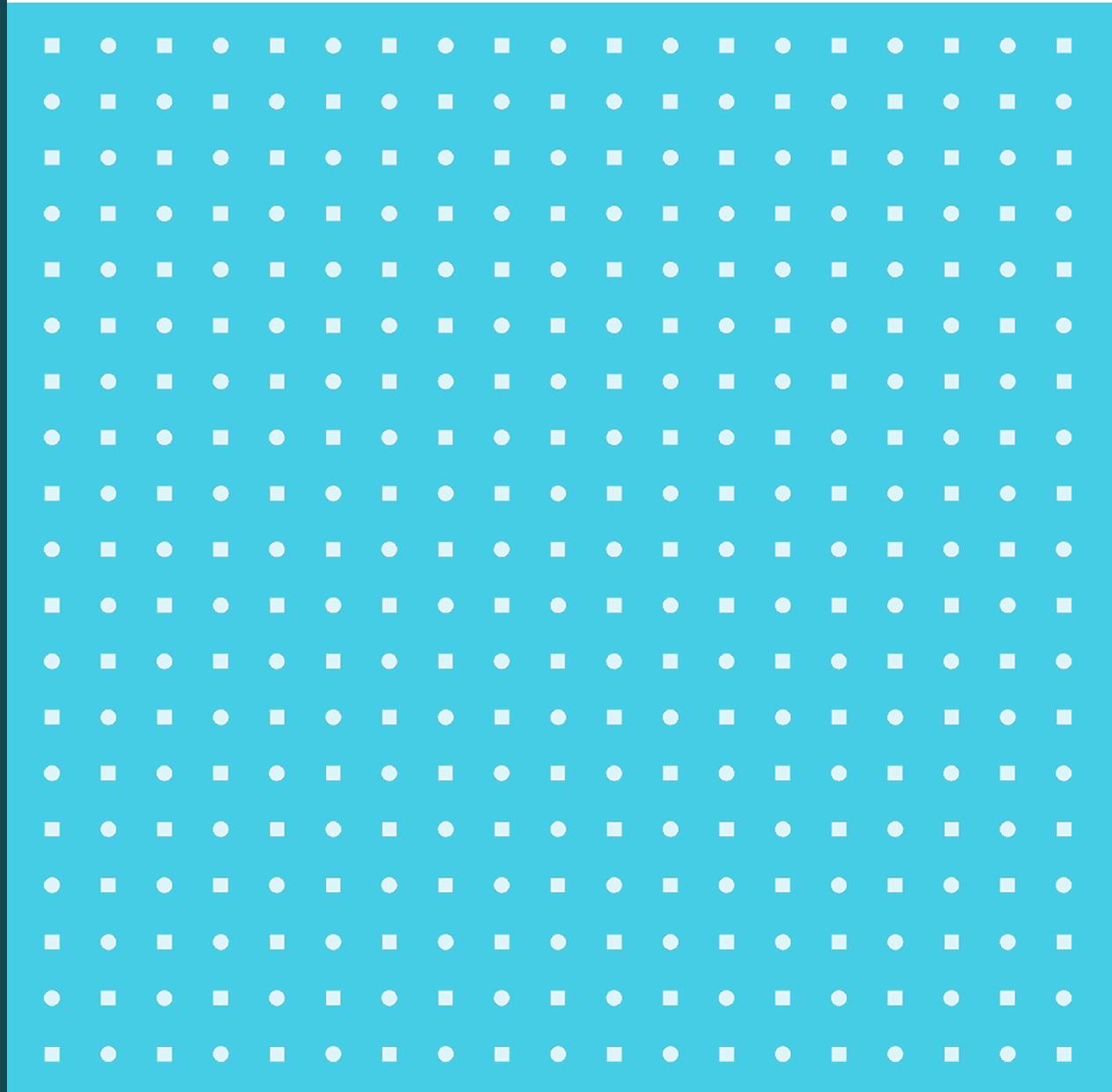
Where possible we would also offer a client consistency of caseworker.



**Individualised support:** The One Service was not a fixed programme with a defined set of interventions. Instead, it responded to the needs of clients within the context of their current situation. We picked up where they left off.

# How did the programme work in practice?

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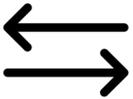


# Facts and Figures

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- **Target group:** 3000 short sentence prisoners (3 x 1000)
- **Intervention period:** up to 12 months post-release
- **Total programme period:** 6 years



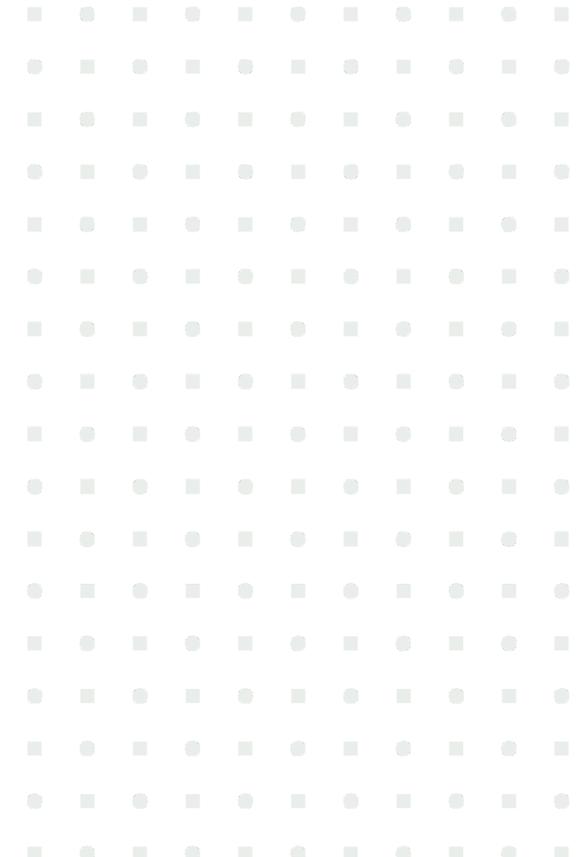
- **Objective:** reduce frequency of reoffending



- **Target:** reduce reoffending among target group by  $\geq 7.5\%$  during 12 months post-release



- **Capital at risk:** 100%



# 'The One Service'

Overview of 'The One Service', partners, and intervention.

The Peterborough SIB aimed to reduce the reconviction rates of short-sentence male prisoners leaving HMP Peterborough.

The SIB, managed by Social Finance, was accountable for the reoffending rates of offenders, using flexible delivery model. The Ministry of Justice did not specify the intervention.

**HMP Peterborough  
THE ONE SERVICE**

Contracted 4 organisations to deliver core activities

**Ormiston Children and Families Trust**

**St. Giles Trust**

**YMCA**

**SOVA**

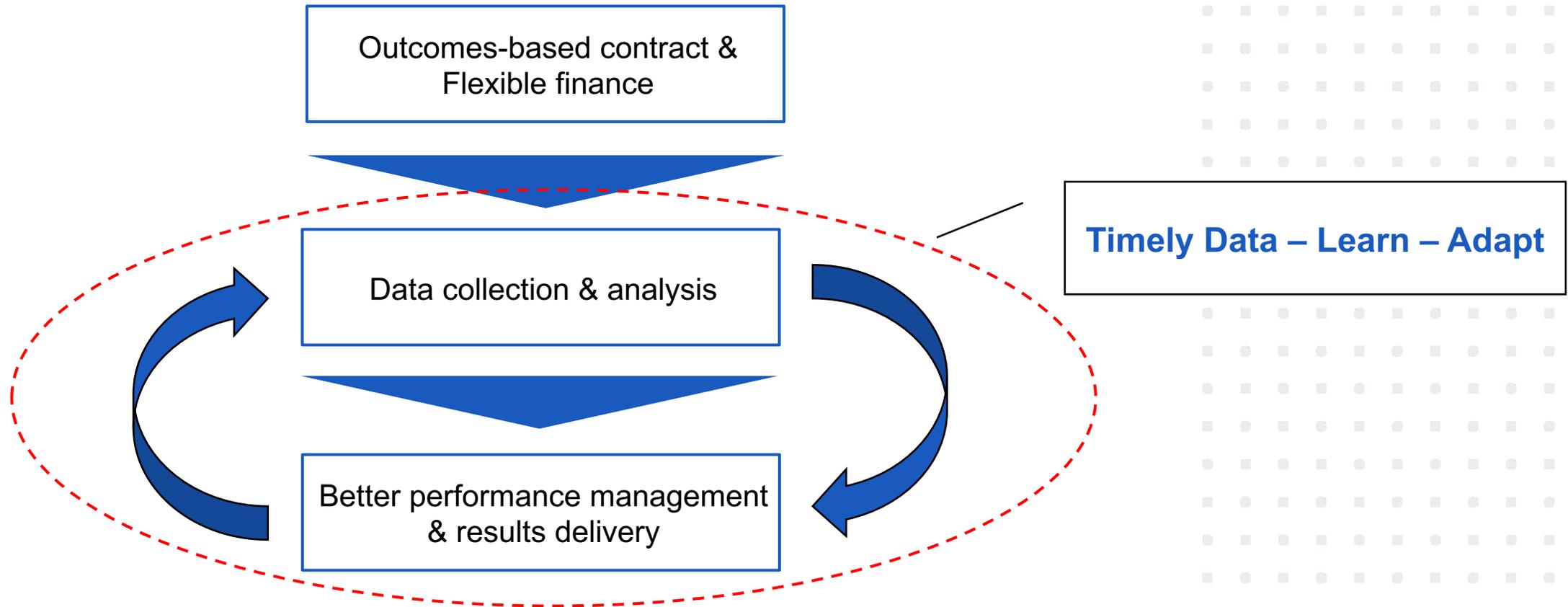
Support for **immediate needs** of an offender and his family before and after release from prison. Included: **accommodation, medical services, family support, employment and training, welfare benefits, financial advice.**

provided longer-term, lower-intensity support.

Source: [HMP Peterborough \(The One Service\) \(ox.ac.uk\)](https://www.ox.ac.uk)

# The Social Impact Bond focuses on adaptive management

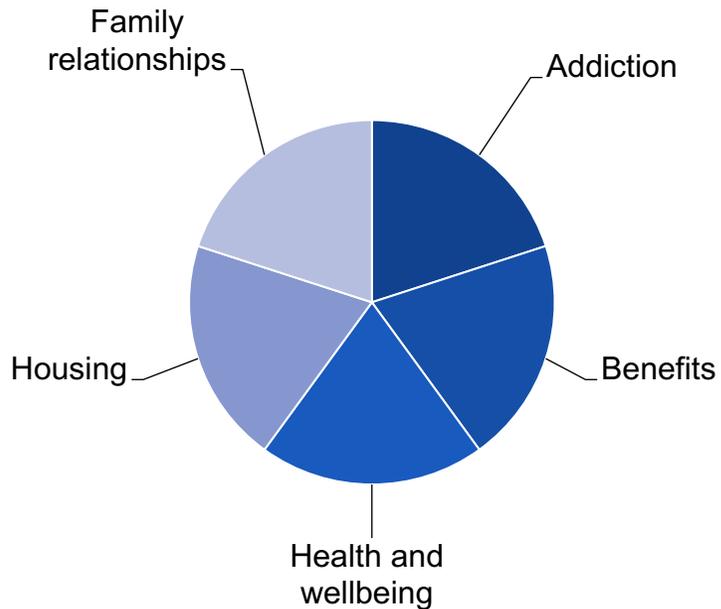
Data integration with a delivery-based model enables adaptive management.



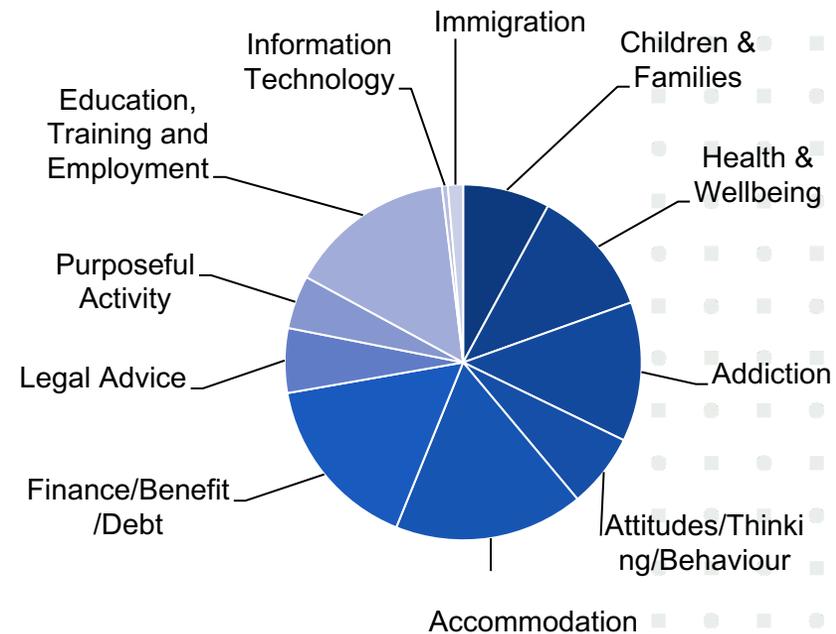
# Data informed delivery enabled programme adaptation

Service delivery evolved to enable better targeted services tackling sources of reoffending behaviour.

## Year one: Basic services

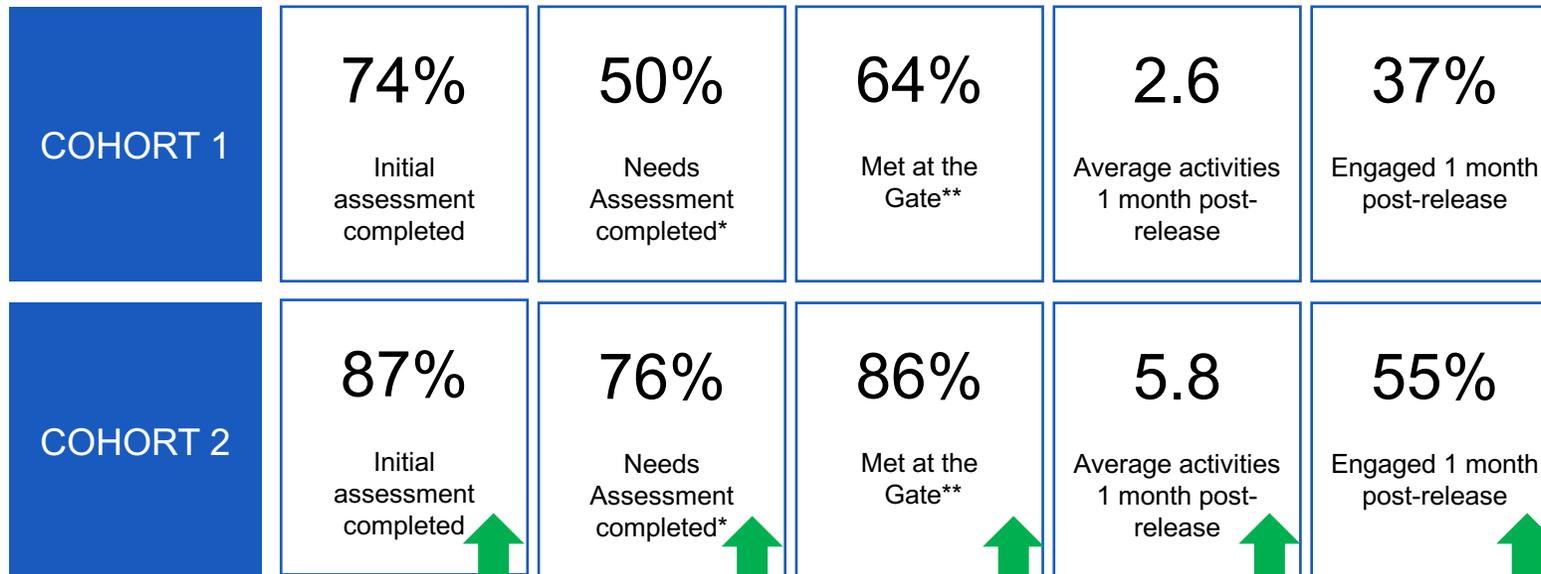


## Year two: adapted through learning



# How did we measure the theory of change?

Social Finance introduced a series of dashboards designed to help providers monitor client progress across key indicators of effective operational performance.



All data is rounded

These metrics were co-designed with the delivery organisations to ensure they aligned with the theory of change and provided useful insight that could inform decision-making.

\* Recording of Needs assessment completion only became operational in Nov 11. The needs assessment figure is calculated from that date forward. Clients who did not have a needs assessment and did not have an initial assessment are excluded from this metric.

\*\* Meganexus only became fully operational in January 2011. Prior to this date, information was recorded on Excel. The met at the gate figure is calculated from Jan 11 onwards.

# Did the programme meet its goals?

When setting up the service we wanted to achieve the following goals:

Enable **partners and communities to own the problem and the solution...**



...**20 stakeholder organisations and 10 local forums** were involved in the programme

A **meaningful intervention** that achieves a **reduction in offending...**



...**9.3% reduction in reoffending** achieved (investors fully repaid)

A **well-managed credible service** that becomes the go-to point for support...



...as the service developed it **became a key part of the local criminal justice landscape**

Sustainable model that is **retained locally or copied** elsewhere...



...policy change affected sustainment, **but support for all similar offenders now in place**

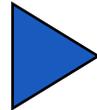
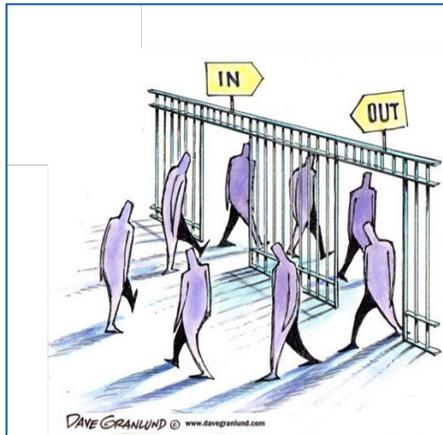
**Transparency** of challenges and learning...



...Social Finance **committed to disseminating learnings and open about the challenges**

# An unexpected legacy of The One Service

The SIB has been widely acknowledged as an innovation. The global market for SIBs has taken off since the launch of the Peterborough project.

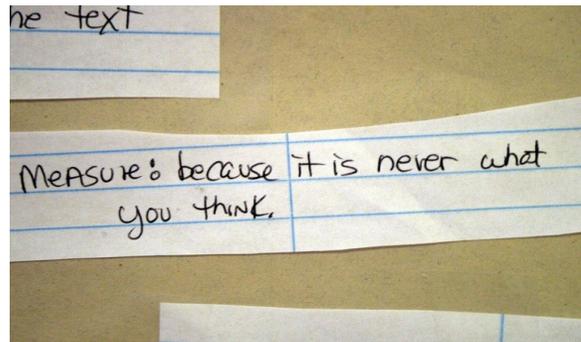


# Closing reflections: focusing on what works

Social Impact Bonds have a number of key characteristics that enable partners to focus on what works.



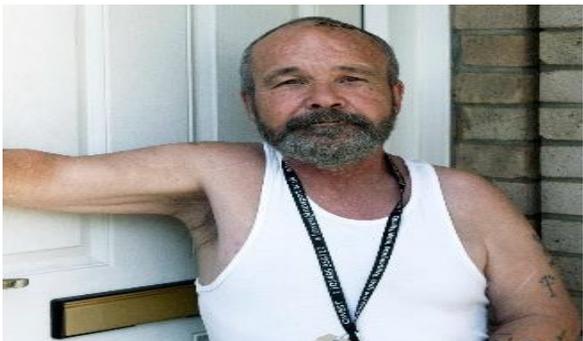
**FLEXIBILITY**



**RIGOUR**



**PARTNERSHIP**



**CLIENT-CENTRED**



**EARLY INTERVENTION**



**INNOVATION**



# Thank you!

**For more information, contact:**

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