

PHIRST Fusion: Bridge Watch Evaluation

Brief Qualitative Report

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Executive summary

Background

Although a relatively small proportion of suicides involve jumping from bridges, these sites are a significant concern, as bridge jumps are often fatal, suicide attempts at these locations can be witnessed by others, and such sites can gain reputations as places where people go to take their lives. Bridge Watch is a suicide prevention initiative developed in response to the number of suicides and suicide attempts occurring on the City of London bridges. The Bridge Watch programme deploys volunteer teams to patrol five bridges (Millennium, Blackfriars, Tower Bridge, London Bridge, and Southwark Bridge), and aims to provide a physical presence for suicide prevention. During the patrols, the volunteers aim to identify people at risk, and then engage in empathetic listening, providing support, signposting and connection to appropriate resources, including alerting emergency services if needed.

Bridge Watch Evaluation

PHIRST Fusion has been working to evaluate Bridge Watch. Interviews with volunteers delivering the programme, and key professional stakeholders involved in the initiative (including police officers, a mental health street triage nurse and public health practitioners) have explored if Bridge Watch is perceived as an acceptable and beneficial approach.

Key findings

The Bridge Watch volunteer role involves responding to a variety of complex topics, such as suicide ideation, intoxication, and mental health issues, as well as more general encounters with the public. A number of challenges around the delivery of Bridge Watch were noted, these included: volunteers' understanding of intervention processes for situations that did not require emergency services intervention; volunteers confidence to intervene due to the infrequent nature of interventions resulting in a concern over skills and knowledge deteriorating; growing recruitment of volunteers due to the Bridge Watch programme leads time constraints juggling recruitment with other administrative responsibilities; the limited patrol coverage due to the number of volunteers and the large geographic area of the bridges; awareness of Bridge Watch from other services contributing to challenges in collaboration; environmental and operational obstacles such as the physicality of the role; and, awareness of volunteer support options and processes following interventions.

Bridge Watch was noted as having a variety of perceived benefits and impact. Bridge Watch was described as providing a proactive, visible presence on the London bridges, which helps to identify and support individuals at risk of entering the water, and prevents potential suicides and harm. Volunteers and professionals reported numerous examples of how the Bridge Watch programme had supported and prevented people entering the water. Beyond suicide prevention, Bridge Watch is seen to be providing a range of secondary benefits, including: risk management for unsafe behaviours around the bridges (e.g., sitting on the bridge railings/barriers); support and signposting for vulnerable individuals; destigmatising and raising public awareness of suicide and suicide prevention via being a visible presence of support; and assistance to partner agencies like the police in managing incidents. By de-escalating situations and providing initial support, volunteers were seen to prevent unnecessary callouts and reduce the workload on police and other emergency responders. Furthermore, the programme offered valuable personal and professional benefits to volunteers, including skill development, improved well-being, and opportunities for social connection.

Key recommendations provided by volunteers and professionals included how to: enhance volunteer training and support; develop volunteer confidence and experience; improved knowledge of Bridge Watch processes; improve volunteer recruitment and retention; and develop collaboration and communication with other services.

Background

Suicide is a complex public health issue that affects individuals, families, and communities. Whilst many factors contribute to suicidal ideation and behaviour, easy access to methods of high lethality, like bridges to jump from, can significantly increase the risk of death by suicide. Although a relatively small proportion of suicides involve jumping from bridges, these sites are a significant concern. This is because bridge jumps are often fatal, and suicide attempts at these locations can be witnessed by others. Such sites can gain reputations as places where people go to take their lives because of their accessibility. While physical barriers on bridges have proven effective in reducing suicide rates, they can be expensive and are not always practical or feasible to implement. Therefore, alternative strategies are necessary to prevent suicides at such locations.

The Bridge Watch programme

Bridge Watch is a suicide prevention initiative developed in response to the number of suicides and suicide attempts occurring on the City of London bridges. The Bridge Watch programme deploys volunteer teams to patrol five bridges (Millennium, Blackfriars, Tower Bridge, London Bridge, and Southwark Bridge), and aims to provide a physical presence for suicide prevention. During the patrols, the volunteers aim to identify people at risk, and then engage in empathetic listening, providing support, signposting and connection to appropriate resources, including alerting emergency services if needed.

Evaluation methodology

PHIRST Fusion has been working to evaluate Bridge Watch. Funded by the National Institute for Health and Care Research (NIHR), Public Health Research (PHR) Programme, Public Health Intervention Responsive Studies Teams (PHIRST) provide timely and accessible evaluation of public health interventions delivered by local authorities.

Our evaluation comprises of two aspects:

A quantitative element is exploring the impact of Bridge Watch on the number of people entering the water (for reasons of harm (e.g., suicide) or non-harm (e.g., accidental)) around intervention sites, and,

A qualitative element has looked at whether Bridge Watch is perceived as an acceptable and beneficial approach from the perspectives of volunteers delivering the programme, and key professional stakeholders involved in the initiative (including police officers, park guards, a mental health street triage nurse and public health practitioners).

This report focuses on key qualitative findings and considerations for the development of the Bridge Watch programme. This report provides findings based on qualitative data from 27 interviews with Bridge Watch volunteers (n = 19) and professionals who have had some involvement with Bridge Watch (n = 8), and volunteer diary/logs which include reflections after patrols (n = 16).

Key findings

Volunteer experience with Bridge Watch

Volunteer roles and responsibilities

The volunteer's role involves patrolling the bridges, identifying individuals in distress, engaging in conversation, de-escalating potentially dangerous situations (with or without the help of the emergency services) and providing support and signposting to relevant services. The volunteers described their role as multifaceted, involving responding to a variety of complex topics, such as suicide ideation, intoxication, and mental health crises, as well as more general encounters with the public. Despite the demanding nature of the work, all volunteers expressed a strong sense of satisfaction and fulfilment. They also highlighted the positive and supportive team culture within Bridge Watch.

Volunteer training – acceptability and suitability

The initial Bridge Watch volunteer training provided a valued and insightful foundation for suicide intervention. Volunteers found the training on suicide statistics particularly insightful and motivating. They also highly valued the training that addressed common misconceptions about discussing suicide and emphasised the importance of active listening. This training effectively helped to destigmatise discussions around suicide. However, volunteers found the training lacked specificity for the unique challenges of bridge patrols, which can be noisy, busy, and challenging environments for quiet conversation and engagement. The role-play simulations were highly effective in preparing volunteers for their role. However, volunteers emphasised the value of the roleplay done during training, specifically the 'live' role-play/simulations conducted on bridges during patrols. Furthermore, a significant aspect of learning was gained through on-the-job experience and peer-to-peer learning. Sharing experiences of previous interventions, discussing what worked and what did not, and learning from more experienced volunteers provided invaluable knowledge and supported the overall training experience.

Challenges to Bridge Watch delivery

A number of challenges around the delivery of Bridge Watch were noted by participants, these included volunteers' understanding of intervention processes, their confidence to intervene, recruitment and retention of volunteers, the limited patrol coverage, awareness of Bridge Watch from other services, environmental and operational, limited resources and support, and awareness of available volunteer support options.

Volunteer understandings of intervention processes

Bridge Watch volunteers demonstrated a clear understanding of the crisis/emergency intervention pathway for individuals presenting with immediate suicide risk. However, they lacked a consistent approach to situations that did not require emergency services intervention. This led to uncertainty and anxiety among volunteers, particularly when support was provided but situations remained 'unresolved' (i.e., with no clear handover). Volunteers also expressed concerns about the limits of their support role, particularly when faced with a variety of needs and limited knowledge of signposting options and access to onward support services. The development of clearer pathways for 'non-emergencies,' improved access to information about local support services, and better clarification of shift leaders' roles and responsibilities, were suggested.

Volunteer preparedness/confidence to intervene

The initial Bridge Watch training was reported as providing volunteers with a foundation of knowledge and confidence for intervention. However, due to the infrequent nature of actual interventions, volunteers experienced a concern over skills and abilities becoming 'rusty'. During patrols, intervention roles often naturally formed, with more experienced volunteers typically taking the lead in interventions.

This dynamic, while beneficial for experienced volunteers, could limit opportunities for less experienced volunteers to gain practical experience. The 'high-stakes' nature of interventions, coupled with the fear of making a mistake, often led less experienced volunteers to defer to more experienced colleagues. This may perpetuate a negative feedback loop, hindering the development of skills and confidence among less experienced volunteers.

“You have to be realistic about what it's actually like on the bridges, and so the roleplay is much more useful
(Volunteer)”

Volunteer recruitment and retention

Recruiting volunteers for Bridge Watch presented significant challenges. The programme lead faced time constraints juggling recruitment with other administrative responsibilities. Some volunteers found the reality of the role differed from their initial expectations, with fewer interventions than anticipated. While many patrols were uneventful, volunteers still perceived their contributions as valuable and meaningful. However, those who did not experience interventions reported struggles with motivation, highlighting the importance of maintaining volunteer engagement. Effective communication and feedback from the Bridge Watch programme lead were crucial for motivating volunteers. By emphasising the collective impact of their contributions, regardless of direct intervention involvement, the programme lead fostered a sense of purpose and value among the volunteer team.

Patrol coverage

A lack of clear data on specific times of heightened risk hindered the ability to effectively target patrols. The number of volunteers presented a significant challenge in providing 24-hour patrol coverage– even when on patrol, coverage was limited due to the large geographic area of the bridges. Volunteers expressed feelings of failure and guilt on the rare occasions individuals entered the water during their patrols, even when they were unaware of the incident due to their patrol location. Nevertheless, overall, all volunteers felt that their presence on the bridges was having a positive impact.

Awareness of Bridge Watch among other services

The Bridge Watch programme has developed positive relationships with other services operating around the bridges, such as the police, park guards, and Tower Bridge security. However, challenges remain in effectively communicating with and integrating Bridge Watch into the wider network of emergency services. The police who had engaged with Bridge Watch were extremely positive about the programme and the support and role it can provide, however, there was a suggestion that the police and other services lacked awareness of Bridge Watch.

“It just adds extra eyes on the ground... we'll be conducting a patrol of the bridge and they will also be conducting their patrols and then we're able to information-share
(Park Guard)”

This lack of awareness was reported in terms of apprehension and uncertainty when initially encountering Bridge Watch volunteers during interventions. Embedding knowledge and awareness, and improving communication between Bridge Watch and emergency services, is crucial for smooth and effective collaboration. However, capacity issues from the Bridge Watch programme lead have impeded this.

Environmental and operational obstacles

The busy and public nature of the bridges made it challenging to identify individuals at risk. Weather conditions and the physical demands of the role presented challenges for some volunteers. While the patrols provided physical activity for some, the distance covered could be demanding for others. The infrequent nature of interventions, coupled with the practical challenges of patrolling in various weather conditions, could impact volunteer motivation. The lack of readily available sheltered spaces on the bridges was identified as a challenge. More suitable spaces for volunteers would allow for more effective patrolling and provide a more suitable and private environment for offering support.

Awareness of volunteer support options

The emotional impact of encountering individuals in crisis was acknowledged by volunteers. Informal debriefing among volunteers was a common practice for managing these experiences and addressing challenges. However, there was a lack of awareness among many volunteers regarding formal aftercare options beyond speaking with the Bridge Watch programme lead. While most volunteers did not initially anticipate the possibility of a 'failed intervention', several expressed concerns about potential feelings of guilt and responsibility. The importance of providing clear and accessible information about available support services, including formal aftercare options, is crucial.

Perceived benefits and impact of Bridge Watch

Identifying and supporting those in need

The Bridge Watch programme was widely perceived by volunteers and professional staff to have a positive impact on suicide prevention. Volunteers reported numerous direct experiences of successful interventions, as well as reporting interventions from the Bridge Watch programme lead highlighting the programme's impact. Emergency service staff provided direct examples of instances where Bridge Watch volunteers had intervened and prevented individuals from entering the water. Bridge Watch volunteers demonstrated an ability to identify and intervene with individuals who might otherwise have gone unnoticed, highlighting the value of the programme's proactive approach. The proactive nature of Bridge Watch, with its focus on direct human intervention, was seen as a key strength. This approach differed from deterrence-based strategies and effectively filled a crucial gap in support and service provision on the bridges.

Secondary benefits beyond suicide intervention

Bridge Watch was suggested to be demonstrating significant impacts and benefits beyond direct suicide intervention. Volunteers played a crucial role in supporting public health and risk management by addressing unsafe behaviours on and around the bridges, assisting vulnerable individuals, and collaborating with other services. The visible presence of Bridge Watch volunteers was suggested to be promoting awareness of support and suicide prevention, increasing public awareness of issues.

“We definitely have helped people, stopped them from entering the water
(Volunteer)”

Public perception of Bridge Watch

The Bridge Watch programme was noted as generally well-received by the public and local communities. Volunteers noted a positive distinction between Bridge Watch and emergency services, which facilitated engagement with individuals who may have been reluctant to interact with police or other emergency personnel. The distinctive clothing of Bridge Watch volunteers further enhanced their visibility and helped to differentiate them. Bridge Watch volunteers' ability to establish rapport with individuals in crisis before involving emergency services was highly valued. This proactive approach was seen as crucial for stabilising situations and streamlining the intervention process by allowing for a more efficient risk assessment and gathering of relevant information. This was noted to ultimately save police time and resources by eliminating the need for extensive engagement and rapport-building on their part.

Reducing pressure on emergency services

Bridge Watch was suggested to contribute to a reduction in pressure on police and emergency services around the bridges. Contrary to initial concerns by emergency service staff, the programme was not observed to increase the number of calls to emergency services from Bridge Watch volunteers. By effectively de-escalating situations, Bridge Watch volunteers were suggested to be helping to alleviate the burden on these services.

“ Bridge Watch are there first, they've picked up the person before something's gone too far and they're helping the situation
(Police Officer) ”

“ It's, kind of, raised my self-esteem...I think it's such a positive thing
(Volunteer) ”

Positive impacts of volunteering

Volunteers reported developing valuable skills in supporting others, enhancing their confidence, and improving their own mental health and well-being. The programme also provided opportunities for social connection and networking, fostering friendships among volunteers.

Discussion

An alternative approach to suicide intervention

The use of trained volunteers to patrol suicide risk areas to directly intervene with people identified as vulnerable presents an alternative way of approaching and delivering suicide intervention. It differs from typical and more conventional suicide prevention initiatives (e.g., 'hotline' support such as the Samaritans) which require individuals actively seeking help and support, as it proactively attempts to engage people in immediate need at the risk sites, even if they haven't actively or directly requested or sought support. Further, it goes beyond restricting access to means and 'target-hardening' approaches (e.g., bridge barriers/nets) as it creates a human presence at at-risk sites, producing a 'humanised' target-hardening approach. Bridge Watch's human approach, alongside its direct link to other services across the system, provides an active pathway into support for those who are in need. It does not rely on deterrence as a mechanism for the prevention of suicides, but actively seeks to identify and provide in situ support to those in need, potentially reducing displacement or deferral of suicide behaviour.

Added value of Bridge Watch to existing support

Bridge Watch was described as providing a proactive, visible presence on the London bridges, which is helping to identify and support individuals at risk of entering the water, and preventing potential suicides and harm. Volunteers and professionals reported numerous examples of how the Bridge Watch programme had supported and prevented people from entering the water. Beyond suicide prevention, Bridge Watch is seen to be providing a range of secondary benefits and public health impacts, including: risk management for unsafe behaviours around the bridges (e.g., sitting on the bridge railings/barriers); support and signposting for vulnerable individuals experiencing non-crisis mental health issues, distress or intoxication; destigmatising and raising public awareness of suicide and suicide prevention via being a visible presence of support; and assistance to partner agencies like the police in managing incidents (e.g., searching for missing people). Bridge Watch appears to be contributing to a safer environment around the bridges, showing the programme's potential impact beyond suicide prevention. Bridge Watch was suggested as playing a role in reducing pressure on emergency services. By de-escalating situations and providing initial support, volunteers were seen to prevent unnecessary callouts and reduce the workload on police and other emergency responders. Furthermore, the programme offers valuable personal and professional benefits to volunteers, including skill development, improved well-being, and opportunities for social connection.

Key recommendations for the development of Bridge Watch

Both the volunteers and professionals perceived Bridge Watch as having considerable potential in terms of providing suicide intervention and prevention support, as well as numerous wider impacts. However, the programme's limited resources and funding restrict its impacts, growth and coverage, and its development hinges on addressing key challenges related to funding, staff capacity, and volunteer recruitment.

The current Bridge Watch model consists of the Bridge Watch programme lead managing and delivering a considerable proportion of the programme. The workload on the programme lead was noted as significant, with this impacting key activities around fundraising, volunteer recruitment, and promotion of the programme. To achieve greater impact and coverage across the bridges, more volunteer capacity is needed. However, with current capacity, volunteer recruitment was a key challenge for Bridge Watch. The need to balance promotion of volunteering against the potential of publicising the bridges as a potential suicide location was also discussed as an issue. Greater integration with local services and support systems could increase awareness and impact of Bridge Watch, but promotion requires appropriate time and capacity from the Bridge Watch programme lead, which was a challenge to provide.

A revised delivery model, with the addition of administrative support, may be beneficial for development of the programme. Additional support would allow for task delegation and prioritisation, specifically in areas like recruitment, fundraising, volunteer management, training, promotion, and volunteer wellbeing. Without increased resources and capacity, achieving desired coverage levels will be challenging.

Summary of key recommendations by volunteers and professionals

Enhance volunteer training and support

Bridge Watch training could be developed through:

- Developing and adding training which reflects actual engagement and interventions in the specific context and conditions of the London bridges (nosiness, busyness from tourists and commuters, the difficulty of identifying people in need, and how these have weather, seasonal, time-of-the-day and day-of-the-week influences).
- Having training focused on the crisis nature of suicide interventions (e.g., more intervention-focused on those actively suicidal, as well as prevention-focused for people 'reaching out' for support).
- Using case studies and role plays/simulations based on real-life examples of Bridge Watch interventions so volunteers can learn and reflect on how to respond in different situations.
- Practicing 'in-situ' roleplays on the bridges to develop knowledge, skills and confidence in intervening in the conditions of the bridges. This may help volunteers better prepare for the realities and practicalities of an intervention.
- Employing mentoring from more experienced volunteers to learn about how they responded in certain situations (including suicide/emergency intervention and non-emergency intervention).
- Offering refresher training to reiterate intervention procedures, or regular role plays/simulations to help maintain skills and confidence in the absence of interventions.
- Working with volunteers to look at frequently encountered challenges during patrols, using this to inform additional training options (e.g., around basic first aid, training around managing 'non-crisis' mental health issues, and managing intoxicated individuals).

Support for volunteers could be enhanced by:

- Developing and disseminating more detailed guidance, pathways and processes of volunteer support options, and making this accessible to volunteers (e.g., sent via email, or publicised in the current Bridge Watch volunteer base) would be beneficial to refresh and re-highlight support options.
- Encouraging reflection and debriefing after patrols, especially after 'unresolved' interventions. Encouraging the sharing of reflections may be beneficial for volunteers in learning how to better manage and respond to situations.
- Developing a 'kit list' for new volunteers (e.g., waterproof clothes, warm clothes, comfortable shoes, a drink, a notebook and pen, bring your phone, snacks, etc.) to help people be more prepared for the potential realities of the patrols.

Volunteer confidence and experience

- The infrequent nature of interventions, concerns over the potential implications of a failed intervention and a tendency for some to defer to more experienced volunteers, limits opportunities for gaining practical experience. Assigning roles at the start of patrols may help some volunteers get more experience or confidence. Encouraging volunteers to approach people of concern, even if it is not a clear suicide intervention, may help build confidence in leading an intervention.
- Re-highlighting misconceptions about suicide discussions (i.e., that there is little harm that can be caused by speaking to someone about suicide intent) may improve confidence.
- Increasing awareness of abilities and limitations around preventing suicide or preventing someone from entering the water (e.g., the limits of what can be done in an intervention), may remove some pressure and expectation, and improve confidence to intervene.

Improved knowledge of Bridge Watch processes

- Develop guidance and protocols outlining steps for emergency and non-emergency interventions (i.e., those with no clear and immediate suicide risk), with clearer pathways for less experienced volunteers (e.g., developing guidance with examples based on previous Bridge Watch interactions).
- Disseminate collection of useful phone numbers to all volunteers (e.g., police control room, Royal National Lifeboat Institution).
- Develop knowledge of external support agencies and local support options for onward support/signposting for frequently encountered issues. Knowledge of local support options, or information on how to access local support could be beneficial for volunteers to have access to provide to people spoken to (for example, <https://hubofhope.co.uk/>). This could be a list of resources accessible to volunteers, or a small amount of accessible information (e.g., a prompt card) which could be provided to people after an intervention.
- Highlight policies and processes for recording interventions/patrols, and develop data collection, management and monitoring processes. This may support evidencing wider impacts of Bridge Watch, and targeting of patrols, by accurately recording all interactions and interventions.
- Clarify shift leader roles and responsibilities for volunteers, and empower shift leaders to make decisions and manage situations (to ease the workload on the Bridge Watch programme lead).
- A more formal and structured patrol plan and debrief process in place for each patrol, led by the shift leader, may be beneficial and provide consistency in patrols. This could involve: [patrol planning] check-in, plan and teams, intervention roles, need-to-know information; [patrol debrief] what situations were encountered, what information was needed (e.g., signposting information, etc.), recording support/interventions, processes of support and aftercare.

Volunteer recruitment and retention

- Map current volunteer recruitment sources to help establish how well current recruitment strategies are working, and where work can be done to increase recruitment.
- A recruitment and communications strategy could be developed in collaboration between organisations with experience in public messaging around suicide (such as Samaritans), alongside the communications team within the wider Bridge Watch team, to develop a volunteer recruitment strategy (e.g., over social media) which is sensitive and targeted.
- Highlighting a clear training 'roadmap' which outlines mandatory and optional training and opportunities for skill development. Presenting the Bridge Watch training package to new/potential volunteers may support recruitment and help show the skills and continuous development they would receive by volunteering.
- Highlighting benefits from volunteering (developing skills in crisis support, improving mental health and wellbeing, building social connections) may support recruitment.
- Highlighting the realities of the volunteering role (e.g., the physicality of patrolling bridges). Providing shadowing opportunities to help people assess if the role is suitable for them.
- Regular updates of outcomes and impacts can help build a collective sense of achievement and contribution, and maintain volunteers' motivation, well-being and awareness of the value of the work.
- Highlighting feedback from other agencies about the role of Bridge Watch in their organisation was also noted as helping highlight the impact and increase volunteer motivation by improving awareness of where Bridge Watch fits into the wider system of support.
- Incentives to support volunteer recruitment/engagement could be considered.

Collaboration and communication with other services

- Develop communication and contact with relevant services who operate around the bridges, to improve awareness of the Bridge Watch role. Increased capacity for promotional work with relevant agencies may be beneficial to increased awareness of Bridge Watch, as there suggested little wider knowledge across teams/people with direct engagement or contact with Bridge Watch.
- More formal communication and contact between Bridge Watch and other relevant services may enable better joint working (e.g., sharing patrol times with services beyond the police control room and 'clocking in' with other services at the start of patrols) to ensure that other services are aware of when Bridge Watch is operating.
- Despite there being no confirmed risk sites, there was a suggestion that some bridges are less popular with tourists, so loitering on these can raise attention. Further work around perceived/anecdotal localised and specific 'risk' indicators (e.g., transport links, accessibility, views) could be undertaken with volunteers and services operating across the bridges.

- Explore sustainable funding sources with partner agencies to expand programme coverage, provide adequate resources for volunteers, and potentially establish paid support roles for the programme lead. Administration support for the Bridge Watch programme lead may be useful and allow a separation of tasks around volunteer coordination (arranging the patrol rotas, volunteer recruitment, managing volunteers) and programme coordination (promotion of the programme to key services and stakeholders, fundraising).

Conclusion

The Bridge Watch programme is an alternative suicide prevention initiative with several perceived public health benefits. Bridge Watch proactively monitors the City of London bridges, providing a visible presence that has potential to help identify and support individuals in crisis, and deter and prevent people from entering the water. In addition to the prevention of suicide, both volunteers and professionals described several secondary benefits, including: management for risky and unsafe behaviours around the bridges; support and signposting for vulnerable individuals; increasing awareness of suicide and suicide prevention; reducing pressure on external services; and providing social and skills development benefits for volunteers. However, several challenges to service delivery exist, including volunteer recruitment and capacity limiting coverage, promotion and integration into local services and support systems restricting awareness of Bridge Watch, and stretched capacity of the Bridge Watch programme lead in managing all the required tasks to develop and expand coverage. Bridge Watch appears to have great potential in supporting suicide prevention, but further funding and resources are required for Bridge Watch to expand coverage and support.

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