

Introduction

The last two years have seen the introduction of a ground breaking initiative in the delivery of public services with the development of a number of Public Social Partnerships (PSPs) funded by the Reducing Reoffending Change Fund Partnership.

The Shine Women's Mentoring PSP welcomes the opportunity to continue to deliver these ground breaking services, to women leaving prison and those on Community Payback Orders (CPOs), over the extended period to March 2017.

The focus of these services is in supporting women who offend to make positive changes in their lives, changing behaviours, developing confidence and pro-social attitudes and ultimately, reducing reoffending.

The last year has been challenging for Shine, recognising the complexities of delivering a service across Scotland whilst striving to improve the outcomes achieved by Shine service users.

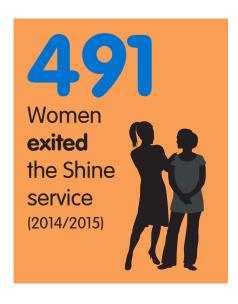
Recognising these challenges and understanding the importance of very close engagement with stakeholders has led to a review of the management and governance of Shine, the partnership geographical service delivery model and performance management and business improvement.

A key point to highlight over the last year was the publication of the Ipsos MORI evaluation of the Shine service in early 2015. Whilst there were a number of recommendations for improvements, and these have been incorporated into a service improvement plan, there was a very positive finding which showed that Shine was meeting targets around performance and outcomes and delivering services that worked.

This report reflects on the achievements and challenges of the last year and, importantly, how we are planning to develop and improve Shine over the coming year.

Tom Halpin Chief Executive, Sacro (lead delivery organisation, Shine)





Activities

Since the submission of the previous report in November 2014, Shine has concentrated on:

- Ensuring continuous integration and engagement with specialist women's services including the women's justice centres.
- Meeting with women in the justice centres as a means of introducing and supporting them to access and/or to re-engage with the facilities offered.
- Reviewing the merits of co-locating Shine within women's services.
- Increasing staff confidence and competence through demonstrating a range of skills with women presenting complex, multiple and long term problems. *Ipsos MORI (Jan 2015)*.

	In the last 12 months	2013/2015
Total No. of mentees referred	724	1404
Total No. of mentees engaged with service (had first meeting)	665	1326
Total No. of mentees exited:	491	896
Planned exits	286	474
Unplanned exits*	205	422
	At time of reporting	
No. of FTE mentors	25.5	
No. of mentees engaged	281	
Actual ratio of mentees:mentors	11:1	

^{*} The definition of unplanned exit was revised in late 2014 and this will have an effect on this figure from that date



A family day out organised by Circle Scotland, one of the eight Shine delivery partners



Venture Trust

The Venture Trust are one of the eight delivery partners in Shine. They receive referrals directly from Shine mentors and the mentees take part in the Venture Trust wilderness programme. The Venture Trust "Next Steps" programme is a wilderness based programme which offers women intensive support away from their personal surroundings. It has a personal development approach grounded in experiential learning, pro-social modelling and cognitive behavioural techniques, all carried out in the context of outdoor challenges and activities. Group support sessions are used and mentees are encouraged to develop their approach to problem solving, accountability and goal settings.

Mentees develop an action plan to take with them when they return to work with their Shine mentor.

Shine agreed to refer 20 women each year and to date, 66 referrals have been made since 2013. Of these referrals 41 were fully engaged and prepared for the programme and 30 eventually took part.

Some of the positive outcomes from the wilderness programme are captured below.

Delivering positive outcomes for participants:

Venture Trust monitors participants' progress for 12 months.

A snapshot of the core lifeskills monitoring data for the Shine cohort shows:

- **80%** of participants are showing improved confidence.
- 73% of participants are showing greater employability.
- **)** 57% of participants have sustained or increased their stability and reduced their risk of reconviction.
- **63%** of participants have sustained or improved their relationships within their community.
- **)** 63% of participants have sustained or increased their use of community services and opportunities.





Outcomes

In late 2014, the Shine partnership engaged Ipsos MORI to complete an evaluation of the Shine service. The report was made available in early 2015 and was generally very positive about the achievements of the service. There were of course some suggestions about where changes could be made to improve the service and these have been noted and built into an improvement plan.

Specifically, when measuring outcomes, the report urges caution about how data is interpreted, especially when assessing a mentees journey. They may initially be at a relatively high assessment score e.g. view about offending behaviour (that it is not acceptable) and therefore the scope to improve this further for a large percentage of mentees is significantly reduced. Also significant is the number of mentees who were able to sustain a relatively high level of engagement so that even if they did not show an improvement, they sustained their engagement with the mentor and with a range of services over an extended period.

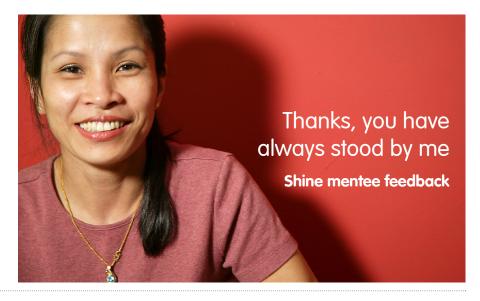
That said, Ipsos MORI were able to show that a great percentage of mentees had improved significantly in a number of areas.

Over the review period, we have revised the management structure to provide greater strategic experience and stability.

Case management has been greatly assisted by the introduction of a tailored, web-based case management system (CMS). The system became operational in April 2015 and full training provided from March 2015. All cases – new and closed – are now being logged by a central resource, based with the lead agency.

The CMS will be monitored for effectiveness and all staff encouraged to contribute to ongoing review. All proposed and implemented upgrades to CMS will be communicated to staff and additional training will be offered where appropriate.

The system is being developed to provide bespoke business reports. Reports will be tailored to the requirements of the Reducing Reoffending Change Fund (RRCF) and other partners.





Progress

1 At least 60% of women who engage with the service in prison will continue to engage following their release.

Medium term:

Sustained engagement with mentor: Achievement 78%

The criteria for this was based on mentees engaging for at least two months after prison release (60%) and when this is calculated for all mentees engaging then the target for this outcome is much higher at 78%.

2 At least 60% of women who engage with the service in the community will achieve improved motivation. Short term:

Increased motivation to change behaviour: Achievement 71%

Of those who had scope to improve, an average of 64% of mentees (for those who had engaged with Shine for more than five months) across a range of motivational measures showed improvement (Ipsos MORI) and when mentees who had engaged for less than five months were considered the figure was higher at just over 70%.

3 At least 60% of women who engage with the service in the community will achieve an agreed level of contact with other services and agencies.

Medium term:

Increased engagement with services: Achievement 72%

Of those who had scope to improve, around 65% of mentees (for those who had engaged with Shine for more than five months) showed improvement (Ipsos MORI) and again, for those who had engaged for less than five months, the figure was higher at 72%.

4 At least 60% of women who engage with the service in the community will progress to a planned exit from the service. *Activity: Controlled exit:* **Achievement 51.5%**

The current level of planned exit is showing at 51.5% against a target of 60%. This figure is improving as the Shine service matures and mentors become more skilled and experienced at managing the difficult and complex cases. The definition of how unplanned exit is classified has been reviewed and in recognition that some women are not yet ready to embark on this journey, and have been referred to more suitable services — particularly addiction and mental health services. The exit from Shine in many of these cases is actually to a planned positive destination although they did not remain with Shine for the expected six months.

This redefined exit criteria, along with a review of how we deal with cases where engagement stops suddenly, and how we deal with women on remand, where early exit following a court appearance is very common, will start to have a positive impact on these figures which are being monitored regularly.

Case Study

Cathy (not her real name) was sentenced to six months for non-completion of community service and for breaching an ASBO. She is 24 years old and has one son, six years of age, who resides with her parents and they have full parental responsibility for him. There are no restrictions on contact between Cathy and her son.

Contact was initially made with her father who was extremely anxious about an outstanding fine that Cathy had incurred and a letter had been received to say that if the arrears were not paid within seven days, a warrant would be issued. Shine contacted the court fine department and managed to negotiate payment at a small amount per fortnight.

Cathy had alcohol misuse issues and her flat was being used as a drinking den by many young people, most of whom considerably younger than Cathy who presents as quite vulnerable and immature for her age. Whilst Cathy was in prison, her flat was broken into three times and considerable damage was done.

Ken (Cathy's Father) had many concerns regarding Cathy: that she would not change upon release from prison, e.g. not attend appointments; not pay her rent or buy food in order to buy drink and cannabis; have parties in her flat and rely on him too much financially when he had no income and was stretched to the limit.

He felt very stressed with all the problems his daughter has caused him and the family, and he welcomed Shine's assistance with everything. He said that before Shine came along came along he felt helpless and unsupported and was so grateful to have someone to talk to about everything.

Shine helped to liaise with the council to have a metal door fitted to secure the property and helped Cathy's father to tidy up the flat as much as possible. The Shine mentor managed to secure furniture: a three piece suite, coffee table, wardrobe, single bed and a unit for Cathy's flat along with a starter pack with towels, curtains, bedding and cutlery and collected several food parcels from the food bank. Shine also bought her an alarm clock and diary in order for her to be punctual for her appointments.

A lot of work has been on-going with Cathy to recognise the impact of her actions on her family and she discusses this very candidly, accepting the need to change her lifestyle and associates.

After her release from prison, Shine made appointments and accompanied Cathy to see a money advice team which supported her immensely. The Shine worker also registered Ken with them as he was struggling financially and they have given him appropriate advice. He now receives benefits and is much better off.

Shine accompanied Cathy to the Skills for Success Employability Team Centre where she registered to compile a C.V., attend interview skills and application form sessions. Ken also registered with the Skills for Success Team.

Shine has taken Cathy and her son out for various activities including picnics and a trip to the safari park. More recently Cathy has attended the Venture Trust Next Steps week away and is currently attending Fairbridge. She is going to college to study hairdressing. Her life is more stable, happy and she has remained free of offending for over six months.

Cathy also sees her son on a daily basis.

The Shine Logic Model

Shine is aware of the long-term impact of childhood and ongoing trauma, the results of which lead to the adoption of damaging coping mechanisms. This requires a lengthy and flexible approach to effect and sustain change. Within the timescale of Shine — over a period of up to six months and sometimes slightly longer — the mentor works alongside women to encourage them to begin or re-engage in a change process.

Evidence from managers, mentors and mentees, supported by data and independent evaluation, suggests the following achievements in progressing towards outcomes:

Short Term

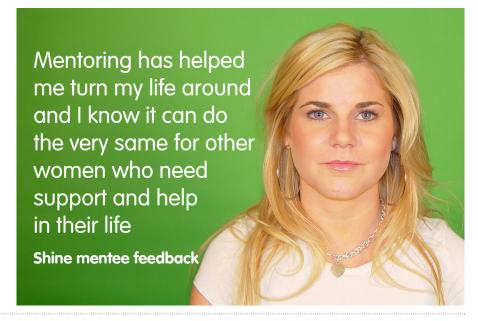
- Supporting women through crisis and maintaining recognition that occasional lapses are part of the process of change.
- We are seeing women develop increased motivation with a willingness to seek assistance and engage with a range of community services and opportunities on offer.

Medium Term

Challenges to/of maintaining motivation and engagement to promote progress towards securing independence. The medium term is a challenging period to manage, balancing the initial 'feelgood' vs 'nothing is going to change' factors that may contribute to early disengagement of a mentee prior to appropriate and agreed supports being in place.

Longer Term

It is considered too soon to reflect on longer term outcomes. The Shine service has only been in existence for just over 24 months and the early period for the service was characterised by start-up and implementation challenges including recruitment and establishing the service model and establishing processes to capture outcome data.



Inputs Outputs Outcomes Short Term Long Term **Activities** Medium Term Who we reach What we do Internal Change Behaviour / Actions Conditions duced reoffending ustained engagement with mentor (60% Target 1) creased self esteem of mentees creased independence of mentees Time Matching ncreased integration Staff Mentoring Increased use of support networks through social media Reduction in prison population creased understanding of offending behaviour Controlled exit (60% eduction in breaches of Expertise Target 4) and consequences of offending ncreased motivation to change behaviour (60% Reduced gender inequalities of Partnership Reduced risky behaviour Target 2) opportunity Management ncreased motivation to engage with services ncreased engagement with services (60% Target 3) ncreased physical/mental wellbeing Decreased or stopped substance misuse ncreased sustainability of housing/tenancy creased problem solving and emotional creased social skills ncreased independence and quality of life proved parenting skills Increased pro-social behaviour mproved financial independence and budgeting skills ncreased numeracy / literacy skills (esp in light of welfare reform) ncreased employment skills Increased understanding of service ethos and Recruitment and mproved service provision through partnership and Mentors ncreased understanding and achievement of cor Peer Mentoring ncreased number of women engaging with mentors olunteer Mentoring mproved understanding of national partnership iustainable partnership Partnership Communications approach to mentoring appreciation of Partnership Mentoring Service mentoring service mproved collection and analysis of data ncreased organisational capacity to provide Monitoring and



Operational and Strategic oversight

> of women who engage with Over Shine in the **community** will progress to a planned **exit** from the service

Evidence and Methodology

Shine performance data is collected using Shine data collection systems, including Scottish Government Analytical Services Excel spreadsheet recording, web based on-line reporting tools (Google Forms) and the administration and analysis of prison and community referral forms.

The collected data is analysed and the results reported to the Shine Project and Programme Boards, The Reducing Reoffending Change Fund Partnership and circulated widely to key stakeholders through regular briefings and newsletters.

Discussions with Shine staff and referral partners provides information that:

- Highlights the complexities, challenges and opportunities of delivering the Service.
- Evidences positive life changes and progress towards reducing reoffending.
- Highlights examples of re/lapse and then further re-engagement.

Independent Evaluation

In January 2015, the independent market research organisation Ipsos MORI, published their review of the Shine service. This review was based on Shine performance data collection, and with interviews carried out with mentors, mentees, managers and key stakeholders including SPS, local authorities and criminal justice social work managers.

The Ipsos MORI evaluation of the 'Shine' women's mentoring service indicated a considerable proportion of participants making progress towards a long term reduction in reoffending and increased integration into the community.

The evaluation was carried out over six months by Ipsos MORI Scotland and was commissioned by Shine to evaluate:

- Progress against short and medium term outcomes.
- Levels of participation in the service.
- Whether the activities in the service logic model had been undertaken as planned.
- Whether mentors felt equipped to deliver the activities to a high standard.



of women who engage Over with Shine in Prison will continue to engage following their release



Key Outcomes

Mentees who took part in the depth interviews were overwhelmingly positive about their mentors and the impact that the service had on their lives.

There is evidence that a considerable proportion of mentees made progress on short and medium term outcomes. This should contribute in the long term to reduced reoffending, increased integration and a reduction in gender inequalities of opportunity.

59% of all mentees who engaged in the service made progress on at least one of their personal outcomes and 39% made progress on three or more outcomes.

Among those who engaged for five months or longer, 78% made progress on at least one outcome, 65% made progress on three or more outcomes and 53% made progress on five or more outcomes.

The specific target of 60% of those who engage in the community achieving improved motivation to change behaviour has been met.

The specific target of 60% of those who engage in the community achieving increased engagement with services has been met.

48% of all mentees who engaged and 77% of all those who engaged for five months or more were referred to three or more different types of service.

In most cases, mentees who required a service were referred to such a service.

Criminal justice social workers who had referred clients were also extremely positive about the quality of the service and the impact it had on their clients. In particular, they felt it had helped clients engage with other services and become less isolated in the community.

Participation

Over the first 20 months of operation, the average number of referrals exceeded Shine's target figure of 720 per year.

The number of women continuing to engage with Shine following release from prison also met Shine's target figure of 60%.

I feel a lot more positive. I am more outgoing. I can say that I have

I still have my moments but they are less and less every day.

a future now. Shine mentee feedback





Challenges and changes

There have been a number of challenges over the last reporting period which have been addressed.

In the last six months the Shine governance and management structures have been reviewed and significant changes made.

The service is now managed by two part-time partnership managers, covering the east and west of Scotland, who provide an experienced hand to guide the mentors and other staff in operational matters and in key stakeholder engagement with local authorities CJAs and Community Planning Partnerships.

A performance management and business improvement officer has been appointed who concentrates on the collection and recording of management and performance information and the planning and development of the service.

A Shine administration assistant has been appointed and he is involved in the detail of referral management and administration with a much closer dialogue and communication directly with mentors to help with problems and issues.

The Sacro case management system has now been introduced into Shine and a programme of training and awareness has been implemented. The common standards which it will introduce will help to bring about a uniformity of service delivery across the partnership and provide a real time monitoring and reporting capability.

A Shine service improvement plan was established following the initial practice delivery standards audit of Shine cases. This has been revised to reflect the findings of the Ipsos MORI evaluation report and in particular the points to consider for improvement. The plan will also reflect the lessons and learning from two years of operational delivery of Shine.



Shine's redesigned website was launched in 2015.

Christine Grahame MSP, Chair of the Justice Committee, speaking at a reception held at the Scottish Parliament to showcase public social partnerships



Communications

It is understood that good communication is essential to the improvement of the service and that this is a continuous process. As with case management, we have made significant use of online and digital technologies to enhance communications activities.

The Shine website has been redesigned to offer a more friendly and professional tone. The site incorporates new features and resources for referrers and mentees as well as general information and news about the service. Interaction with social media services is incorporated into the site. At the request of mentors, we are exploring the feasibility of a secure area on the site where mentors can share experiences and learning.

A regular e-newsletter has been developed and this is sent regularly to stakeholders and partners.

Where opportunities arise, Shine contributes to a range of conferences promoting the service. Most recently, the service has been represented at:

- Scottish Borders Violence Against Women Partnership.5 December 2014.
- Women's Services event in Dundee. 22 May 2014.
- Scottish Association for the Study of Offending 45th Annual Conference at Dunblane Hydro. 14/15 Nov 2014. Shine speaker.
- Holyrood 2nd Annual Female Offenders Conference on Intervention and Support. 14 January 2015 at Royal College of Surgeons. Shine speaker.
- Centre for Law, Crime and Justice 2015 Conference at Strathclyde University. 14 May 2015. Shine speaker.
- Scottish Working Group on Women Offenders. April 2015.

Shine was one of a handful of Public Social Partnerships (PSP) showcased at a special event held at the Scottish Parliament on 25 February 2015. The success of co-planning and joined up service delivery in reducing reoffending was the central focus of the event, which was sponsored by Christine Grahame MSP, Chair of the Justice Committee.

Shine mentors attending the parliamentary reception to showcase public social partnerships



The event aimed to highlight the success of collaborative working between public services and third sector organisations in the justice community, almost two years on from the launch of the Scottish justice sector PSPs. Those attending the event heard a selection of personal stories from those involved in the PSPs as well as a series of brief progress reports from the PSP leaders.

Effective communications, training and development are key aspects of service delivery for mentors, mentees and managers.

Workshops are planned with mentees to ensure their experiences and feedback inform the design and delivery of the service.

Workshops are held regularly for managers and mentors to keep them informed of any changes to the Shine approach. These events are invaluable in developing best practice and the promotion of continuous professional development and business improvement.

An electronic weekly update is issued to all mentors and managers along with a quarterly briefing. Access to case histories, presentations and other promotional material is widely available to Shine Partners.



You can now follow @ShineMentoring on Twitter.



A regular e-newsletter is circulated to stakeholders and partner organisations

Operational Guidance

Incident Reporting

There is a recognition that incident reporting procedures should be agreed early in the design and implementation of the service. These should not duplicate established arrangements within partner organisations and therefore:

- Shine will agree an incident reporting process across delivery partners and the RRCF partnership.
- The following specific guidance has been identified to be included in the revised operational standards:
 - Notification of the death of a service user and the support to be offered to mentors and other staff involved in such circumstances.
 - > Prison visits, security, safety and prison protocols.

Optimising referrals

We have identified and are working with key partners in local authorities with a view to increasing referrals to community resources that offer longer term support.

Shine support needs to be responsive and reflective of the needs of women in the criminal justice system and we are constantly working to ensure our information and referral pathways are effective in this regard.

Service Improvement

Following the review of operations over the past two years and recommendations from the Ipsos MORI Evaluation report, a service improvement plan is in development which will examine the following areas:

- Increase capacity of the service with the recruitment of volunteers who will receive appropriate training. The volunteers will assist mentees in their transition at the end of the mentoring service and provide support for mentors in groupwork sessions and other activities.
- Explore opportunities for identified mentees to develop appropriate 'peer mentoring' skills and qualifications.
- Consider the implications for future development and delivery of Shine arising from changes in the community justice structure, the restructure of LACJSWS, the role of LA CPPs, the decision not to pursue HMP Inverclyde, the additional funding for women's services and the development of Women's Centres.
- The case for support in relation to sustainability of the Shine PSP in a challenging financial context for community partners.
- Improving engagement with Shine within resources. Maximising resources through improved integration with other services, local authorities, health and accommodation services. Establish contact with Shetland to consider what support and services are required and can be provided within existing resources.

Key Learning

Shine: The First Two Years

It was expected that when Shine was designed and implemented that it would become a project that would promote and encourage women, who had previously been unable or unwilling to participate with statutory services, to engage with a mentoring service that would support lifestyle changes. The introduction of the service was seen as an opportunity to test out a new model / method of work and how it would complement other initiatives focussing on women in the criminal justice system.

The development of the Shine PSP would be an opportunity to move to an outcome performance model which was welcomed. However, timescales for effecting and demonstrating change are considered to be highly aspirational.

In comparison with these expectations we have found that:

- Take up of the service is excellent (although this can be improved) in the community).
- The brand name of Shine and the service provided is being discussed widely amongst the potential service user group.
- Existing mentees are recommending the service to other women.
- Mentors reinforce the importance of "small steps of progress" and work with women to ensure that lapses do not automatically result in relapses.
- Where women choose to engage and use the skills of the mentor to support them in changing areas in their lives, the results are very positive.
- The commitment of mentors has been outstanding.
- Mentors deal with multiple and complex cases often in crisis on a daily basis whilst maintaining their own and mentees motivation demonstrating that personal commitment to going the "extra mile" to support a mentee.
- It is a challenge to gather enough accurate data to evidence outcomes although early work (Ipsos MORI) has shown that this can be done.
- Working with individual local authorities has proven very effective in some areas and in others there remains a lot of engagement still to do.



of women who engage with Shine in the community will achieve an agreed **level of contact** with other services

Working with the RRCF Partnership

The relationship with the RRCF has developed significantly over the last two years and they have been very supportive in recent responses to difficult case and operational events. The sharing of learning and the merits of a consistent approach across all of the PSPs – e.g. dealing with the death of a service user, is a welcome development.

We are now working more closely with the partnership to understand what performance information reporting is required in order to ensure that the most accurate picture of the service delivered and the achievement of planned outcomes, is understood by all stakeholders.

Financial Information

Please see separate Shine budget report 2014/2015.

Last Word

My mentor has helped me in loads of ways.

We established a relationship and she has helped me deal with all issues I have faced since becoming involved.

She has been someone I can talk to when stuck in a dark place.

She has listened to me and supported me when I have felt emotionally drained.

She has helped me in many ways and has liaised with many people on my behalf; a task I couldn't face by myself.

She has never judged me.

She has shared some of her experiences. I know she's not just a worker.

She is real and she cares.

Shine mentee feedback

Shine Women's Mentoring Service is delivered across Scotland by:















In association with the Scottish Prison Service, Social Work Scotland and Scotland's Community Justice Authorities. Shine is funded by the Scottish Government, Scottish Prison Service and The Robertson Trust.

